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Technical Report 908

The Army Leader Requirements Task Analysis: Noncommissioned Officer Results

Alma G. Steinberg and Julia A. Leaman

August 1990

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This paper presents the methods developed to identify the leadership portion of the b for Army noncommissioned officers and the results obtained using these methods. Researchers used a task analysis instrument designed to: (a) encompass both officer and NCO leadership, (b) allow comparisons across ranks, branches, and type of officer, and (c) permit comparison with an existing Army system. The task analysis instrument was empirically developed and tailored to Army leadership. The task list consists of 560 leadership tasks, divided into 20 individual duty areas. These individual duties encompass four broad areas: train, teach, and develop; motivate; resource; and provide direction. The results of administering the task analysis instrument to 5,945 noncommissioned officers are presented in terms of responses to individual tasks and patterns across different areas within leadership as a function of rank, branch, type of organization, and designated leadership position.

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Technical Report 908

The Army Leader Requirements Task Analysis: Noncommissioned Officer Results

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FOREWORD

The Leadership and Motivation Technical Area of the Army Research Institute for the Behavioral and Social Sciences (ARI) has been conducting research to provide an empirical basis for the Army's sequential and progressive leader development training program. This report documents the methods developed to conduct the first Army occupational survey for leadership and presents the results for noncommissioned officers, Army-wide and across all branches. A companion report provides these results for commissioned officers. A third report presents the derivation of leadership dimensions based on both commissioned and noncommissioned officer results. The results of this survey will be used to design leadership training methods that accurately reflect the role requirements of leaders throughout the Army.

The two sponsors for this research are the Center for Army Leadership (CAL) and the U.S. Army Sergeants Major Academy (USASMA). The Letter of Agreement with CAL under which this research was accomplished became effective 2 November 1984 and was updated in 1987. The Letter of Agreement with USASMA, entitled "Support for NCO Leader Performance and Requirements Program," became effective 21 January 1986.

CAL and USASMA were active participants in all stages of this research. As members of the project steering committee, they were kept informed of progress, provided valuable input to the research, provided subject matter experts for the interviews on which this survey was based, and conducted the content validation to establish the final survey task list. In addition, they briefed the project to others (e.g., USASMA briefings to the Chief of Staff of the Army on 12 December 1986, the Sergeant Major of the Army on 16 December 1986, the Training and Doctrine Command (TRADOC) Commander on 11 February 1987, and the CAC Commander on 22 February 1987). Results of this research have been provided to the sponsors as well as to other relevant Army groups (e.g., the Army Science Board, the TRADOC Analysis Command, the NCO Leader Development Special Task Force, the Chaplaincy Services Support Agency, TRADOC Civilian Training Directorate).



EDGAR M. JOHNSON
Technical Director

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We are indebted to the entire Army Occupational Survey Program (AOSP) staff for all of their time, patience, and support in this effort. We are especially grateful for all of their help in survey distribution, response monitoring, and answer sheet scanning. AOSP's dedicated support allowed us to integrate the leader requirements research within the current Army occupational survey approach.



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THE ARMY LEADER REQUIREMENTS TASK ANALYSIS: NONCOMMISSIONED OFFICER RESULTS

EXECUTIVE SUMMARY

Requirement:

The Army currently has in place a multilevel education and training system directed at enhancing commissioned and noncommissioned officer leadership skills and performance at each level. The Army needs an empirical basis for delineating Army-wide leadership behavioral roles/tasks to ensure that the tasks and skills taught in its leadership training programs are related to requirements as leaders progress up the hierarchy.

Procedure:

A leadership task analysis instrument was developed to identify the leadership portion of the job for Army commissioned and noncommissioned officers. The instrument was developed from interviews with over 200 commissioned and noncommissioned officers and reviewed for clarity, accuracy, and completeness by the Center for Army Leadership and the U.S. Army Sergeants Major Academy. It was administered to commissioned and noncommissioned officers across all branches. Respondents were asked to rate only those tasks they performed in their current duty assignment on a 7-point "Part of Position" scale. Responses to the task analysis instrument were received from 5,033 commissioned officers (lieutenant through colonel) and 5,945 noncommissioned officers (sergeant through command sergeant major).

Findings:

The task analysis instrument consisted of 560 leadership tasks divided into individual duty areas. These 20 individual duties encompass four broad areas: train, teach, and develop; motivate; resource; and provide direction. The results from administering the instrument to the noncommissioned officers are presented both in terms of responses to individual tasks and patterns across different areas within leadership, as a function of rank, designated leadership position, branch, and type of organization. (Results for the commissioned officers are presented in a companion volume.) Major noncommissioned officer findings include the following:

- The scope of leadership empirically derived in the current research is broader than the doctrinal formulation. It expands the area of providing direction to include organizational direction; it places greater emphasis on training, teaching, and developing others so that they are able to do what is necessary to accomplish the mission; and it adds providing resources to facilitate mission accomplishment.
- Some aspects of leadership appear fairly stable across rank and others do not. Areas for which there are trends often increase with rank with the strongest emphasis on the roles of the noncommissioned at the first sergeant/master sergeant and command sergeant major/sergeant major levels.
- Another organizational factor, in addition to rank, that impacts on the leadership role is leadership position. The leadership role changed dramatically from level to level with respect to designated leadership position (e.g., assistant squad leader, squad leader, platoon sergeant, and first sergeant), but much less for those not in these positions.

Utilization of Findings:

The leader requirements research has resulted in the development of a methodology to identify the components of Army leadership. The methodology encompasses both officer and NCO leadership; allows comparisons across rank, branch, and type of officer; and is compatible with an existing Army system. The leader requirements research will provide an empirical foundation for leadership training and evaluation for commissioned and non-commissioned officers.

THE ARMY LEADER REQUIREMENTS TASK ANALYSIS: NONCOMMISSIONED
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THE ARMY LEADER REQUIREMENTS TASKS ANALYSIS: NONCOMMISSIONED OFFICER RESULTS

INTRODUCTION

The Army is committed to developing leadership through education, training, and experience. It has a multilevel education and training system directed at enhancing the leadership skills and performance of leaders. One of the goals of this leadership training system is to target training to changing leadership requirements as a leader progresses up the hierarchy. Thus, the Army needs a system to be able to identify Army-wide leadership behavioral roles. This system must: (a) allow comparisons across ranks, branches, and type of officer, (b) be amenable to updates on an as-needed basis, and (c) be compatible with the operations of an existing Army agency so that updates can be conducted.

To identify behavioral requirements for the technical part of the job, the Army uses the systematic approach of task analysis, performed by the Army Occupational Survey Program (AOSP). The task analysis approach has the advantages of identifying what people do, enabling comparisons Army-wide, and allowing for periodic updates. However, no systematic approach has been used to identify the tasks for the leadership portion of the job. Part of the problem is that leadership is more difficult to approach systematically than technical areas. There is no consensus about the nature of leadership or its dimensions. Leadership is typically treated as a very general concept and not broken down into specific behaviors. Also, leadership is often seen as a static, generic concept that is the same for all leaders and, therefore, there is no reason to make comparisons across leaders.

Since there was a need for a systematic approach to leadership and since task analysis has so many advantages, it was decided to develop a task analysis approach for identifying leadership behaviors Army-wide and the dimensions of Army leadership. However, it was necessary to overcome the difficulties associated with the lack of consensus with respect to the concept of leadership. First, to arrive at a common understanding, the Army's accepted doctrinal definition of leadership was used as a foundation from which to identify leadership behaviors. Further consensus was obtained by input from over 200 Army leaders and the proponents of Army leadership who provided tasks based on this definition. In order to transition from a general concept to specific leadership behaviors, incumbent leaders were asked to provide behavioral examples of what they do, within the scope of the doctrinal definition of leadership. Finally, to enable comparisons across

leaders, a common leadership task list was developed for commissioned and noncommissioned officers Army-wide.

Although there is an existing agency for conducting Army task analyses, the unique aspects of performing a task analysis for the leadership portion of the job did call for some procedural adaptations. Typically, a task analysis is done separately for each occupational area. However, because leadership spans all occupational areas and all leadership positions, the task analysis needed to encompass both commissioned officers and noncommissioned officers across all ranks, branches, and locations. Therefore, some modifications of typical procedures had to be made to accommodate this much larger scope.

This report has two primary purposes: (a) to document the methodology developed to conduct a task analysis for the leadership portion of the job, and (b) to present the results of the task analysis. This report provides the results both on a task-by-task basis and in terms of general trends for the noncommissioned officers. A companion report provides these results for the commissioned officers (Steinberg & Leaman, in press-a). The results from both the commissioned and noncommissioned officers were also factor analyzed to determine the dimensions of Army leadership and are reported in Steinberg and Leaman (in press-b).

METHOD

I. Instrument

The Leader Requirements Task Analysis Survey (Steinberg, 1987) was developed to obtain a systematic description of the leadership portion of the job of U.S. Army commissioned and noncommissioned officers. The following sections describe the: (a) development of the survey instrument, (b) format used for the survey items, and (c) sections of the final instrument.

A. Instrument Development

In order to develop the Leader Requirements Task Analysis Survey, interviews were conducted with over 200 commissioned officers (second lieutenant through colonel) and noncommissioned officers (sergeant through command sergeant major). The interviews were conducted at a variety of locations, including Fort Hood, Fort Campbell, Fort Belvoir, Fort Carson, Fort Polk, Fort Bliss, Fort Lee, and Fort Eustis. For the most part, these were small-group interviews (usually with about 6 to a group, but sometimes as many as 15 or more), approximately 1 1/2 hours in length. Individual interviews were conducted at the colonel and command sergeant major level.

The goal of the interview stage was to generate a list of leadership tasks for the task analysis instrument. There were two steps in the development of the task list: the generation of the tasks and the review and integration of the tasks. These are described below.

Each interview session began with a brief introduction of the interviewers and their purpose. The leaders were told that they were being asked to help develop a survey instrument that would provide the Army with information about leader requirements. They were asked to describe what they, as leaders, do in their current duty assignment to "influence others to accomplish the mission" (i.e., the Army's doctrinal definition of leadership, Headquarters Department of the Army, 1983). Those who were attending Army courses were asked to describe what they did in the previous leadership position they had held. In order to ensure that the entire domain of leadership was obtained for inclusion in the survey instrument and that the domain would include leadership tasks that might differentiate between levels or Army branches, the leaders also were asked what kinds of things they did to influence others to accomplish the mission that might be different from leaders who are: (a) higher and lower in rank, (b) in other Army branches, and (c) in other locations. For the same reasons, they were asked about any other things they felt they either should or would do in the future. Also, they were asked to comment on the relevance of some tasks derived from other sources such as leadership literature and doctrine, instruction manuals, and other task lists.

In order to create the task list, interviewee responses were written down by the interviewers in terms of task statements, that is, a verb, an object, and, if appropriate, a modifier (see Melching & Borchert, 1973). Sometimes the descriptions of leadership activities did not readily conform to this simple task statement format but could be narrowed down using selected words provided by the respondents. At other times, it was necessary to probe for words to complete the task statement. Probing was also necessary in a number of other instances. For example, sometimes probing was necessary to clarify the nature of the task, obtain words that conveyed the essence of the task, ensure that the words used in the task statement were commonly understood terms, and ensure that the tasks really followed from the definition of leadership.

The task inventory was both developed and reviewed in an iterative process over the course of the interviews. At the beginning of each session, the interviewees generated tasks, and then toward the end of each session, the interviewees were asked to review tasks developed from earlier sessions. The task statements were examined for: (a) shared meanings of individual words across groups (e.g., words like "unit/element,"

"organization," "subordinate"), and (b) shared interpretation of task statement meaning.

After many tasks were generated, the process of grouping the tasks was also begun. First, the researchers eliminated identical tasks and tentatively put tasks relating to similar topics together. Then, the interviewees reviewed the tasks developed from earlier sessions and eliminated or combined tasks that did not have the same words but meant essentially the same thing. However, similar tasks were not combined into one more general task when interviewees indicated that keeping the tasks separate would further the differentiation between Army levels and/or branches. Interviewees also reviewed the arrangement of tasks on the list to ensure that similar tasks were placed together.

After a number of interviewee groups had reviewed the arrangement of tasks on the list, the researchers divided the task list into smaller groups of tasks and created tentative duty headings to reflect the nature of the tasks within each group. Interviewees then reviewed and revised the duty headings, and reassessed the placement of tasks within duties. In addition, to ensure that the duty headings reflected their intended meaning, several groups were given only the duty headings and asked to name tasks that they thought would be found under each one. The entire interview process was considered completed when groups did not have new tasks to add, there appeared to be a shared understanding of the tasks and duty headings, and the arrangement of the tasks within the list was agreed upon.

Finally, the completed task list was reviewed by the Army's proponents for leadership, the Center for Army Leadership (CAL) and the U. S. Army Sergeants Major Academy (USASMA). CAL and USASMA each selected a group of subject matter experts in a wide range of ranks and branches to review the tasks for clarity, accuracy, and completeness in covering the scope of Army leadership. The proposed revisions by CAL and USASMA were incorporated into one task inventory which was approved by both groups. The task list as it appeared in the survey is provided in Appendix A.

B. Task Format

The format of the task statements included in the instrument differs somewhat from that in a typical task analysis because leadership differs from the technical portion of the job in ways that make it hard to apply traditional task analysis procedures directly to it. Many leadership tasks are unobservable and overlapping with no definite beginning or end. The leadership tasks included in the task list did conform to typical task requirements of a verb, an object, and, if appropriate, a modifier (Melching & Borchert, 1973). They did not, however,

LEADER REQUIREMENTS SURVEY

NUMBER OF TASKS, BY GLOBAL AND INDIVIDUAL DUTIES

A. TRAIN, TEACH, AND DEVELOP LEADERS		<u>Number of tasks</u>
A. Train soldiers.....	21	
B. Teach soldiers.....	18	
C. Develop leaders.....	21	
D. Plan and conduct training.....	42	
E. Train in the field to enter combat.....	44	
		Total: 146
B. MOTIVATE		
F. Motivate others (the what).....	13	
G. Motivate others (the how).....	42	
H. Develop unit cohesion.....	52	
I. Reward and discipline subordinates.....	30	
J. Take care of soldiers.....	33	
		Total: 170
C. RESOURCE		
K. Manage resources.....	40	
D. PROVIDE DIRECTION		
L. Perform/supervise administrative functions.....	26	
M. Coordinate with others outside the unit.....	20	
N. Supervise others.....	20	
O. Maintain 2-way information exchange with subordinates.....	21	
P. Maintain 2-way information exchange with superiors..	17	
Q. Monitor and evaluate performance.....	38	
R. Conduct counseling.....	24	
S. Establish direction of your unit/element.....	13	
T. Provide input for the direction of the larger organization.....	25	
		Total: 204
		Grand Total: 560

Figure 1. Number of Tasks, by Global and Individual Duties

always conform to two other typical requirements: observable behaviors and "a discrete unit of work performed by an individual [with] a definite beginning and ending...performed within a limited period of time" (Melching & Borchert, 1973, p. 3). Had the two latter criteria been strictly adhered to, critical Army leadership tasks such as the following would have been omitted: (a) motivate troops to close with the enemy; (b) demonstrate Army values; (c) coordinate with other U.S. military services; and, (d) monitor troop appearance. These statements were included in the task list because soldiers say they do them as part of "influencing others to accomplish the mission." Although they could be broken down further into task statements of observable behaviors with a clear beginning and end, the resulting task list would have been endless.

Headings for duty areas (i.e., groupings of tasks) were written in the same format as the task statements. This was done in order to reduce the ambiguity of headings that is typical in the leadership area. Thus, for example, instead of "communication" which is involved in most behavior, there were more specific headings such as "Maintain Two-way Information Exchange with Superiors," "Train Soldiers," and "Supervise Others."

C. Sections of the Instrument

The Leader Requirements Survey consisted of three parts. Part I contained background questions preprinted in the answer booklet. This section included questions such as rank, level of education (military and civilian), type of unit, and location. Part II contained the leadership task list. Finally, Part III contained knowledge, skills, and abilities (KSA) items, additional background items, and special interest questions. The noncommissioned officer survey is provided in Appendix A (see Steinberg, 1987 for a complete description of the survey, the answer booklet, and instructions). Note that the instructions, background questions, and other questions of interest, including the KSA items, also were developed and pretested during the iterative interview sessions described earlier.

There were two forms of the survey, one for commissioned officers and one for noncommissioned officers. Both forms were identical, except for some of the background questions, in order to facilitate comparisons. For a few of the background questions, the response alternatives differed (e.g., for rank or specialty area items). In other cases, the differences were a function of the preprinted, standard AOSP answer booklet.

There were 560 leadership tasks in the survey. These tasks were grouped into 20 individual duty areas (see Figure 1). As can be seen from Figure 1, the 20 individual duty areas can be further organized into global duty areas circumscribing the

construct of Army leadership: (a) Train, Teach, and Develop, (b) Motivate, (c) Resource, and (d) Provide Direction. These four areas follow from the definition of Army leadership. In order to "influence others to accomplish the mission," one needs to: (1) train, teach, and develop them so that they can do what is necessary to accomplish the mission; (2) motivate them so that they will do what is required; (3) provide the resources for them to do it (e.g., time, people, money, equipment); and (4) provide direction so that they know what to do.

II. Sample

Since the primary goal was to enable a comparison of ranks and branches, the sampling plan called for stratification of both commissioned and noncommissioned officers (NCOs) by rank (lieutenant through colonel for officers and sergeant through command sergeant major for NCOs) and by branch. Generals were not included in this research because of practical considerations. Likewise, this research focused on the Active Army only and did not include Army civilian, Reserve, or National Guard leaders.

The plan called for a sample of 150 people in each rank by branch cell. The number 150 was chosen because it resulted in the maximum number of surveys that was feasible to distribute. When there were fewer than 150 for a cell in the population, the entire cell population was targeted. In addition, the number 150 was chosen based on an expected response rate of 50% (i.e., at least 75 per cell). The 50% response rate was expected because of previous experience with this type of survey by AOSP. A sample truly proportional to the population was ruled out due to the tremendous size of the Army and the large variety of officer and NCO jobs within it. The proportional approach would have required a sample much larger than resources would allow.

Installation distribution of the surveys to both officers and NCOs was not possible due to the unavailability of personnel to distribute all of the surveys at the installations. Because the home addresses of the officers were available, the surveys were mailed to them at their home addresses listed in the OMF. The commissioned officers were selected within strata randomly by the last digit of their social security numbers from the Officer Management File (OMF). For the noncommissioned officers, installation distribution was used. Each installation was provided with instructions on distributing the surveys in accordance with the proportion of NCOs by rank and branch at its location. Since branches do not exist formally for the noncommissioned officers, branch clusters were established for the purposes of this research. These branch clusters were derived on the basis of military occupational specialties (MOS) of NCOs who attend the same school for the leadership portion of the advanced course.

A 50% response rate was achieved for the noncommissioned officers, but only a 34% response rate was achieved for the commissioned officers. This difference in response rate may have been partially a function of the two different distribution methods. The officer survey was distributed by direct mail, and follow-up would have been too costly and time-consuming. With the installation distribution for NCOs, AOSP was able to follow-up with the installations to ensure that surveys were returned. Thus, the total useable returns for the commissioned officers was 5,033. The total useable returns for the noncommissioned officers was 5,945.

A comparison of rank, branch, location, and some other demographic variables for the returned responses versus the unreturned responses showed no indications of bias in the returned material. AOSP was instrumental during the NCO distribution process in making sure that there were no instances in which large segments of respondents did not return their surveys.

For the noncommissioned officers, the total sample size by rank was: 1,352 sergeants; 1,459 staff sergeants; 1,387 platoon sergeants/sergeants first class; 1,103 first sergeants/master sergeants; and, 644 command sergeants major/sergeants major. Six percent of the sample was female. Table 1 provides the number of respondents by rank and branch. The numbers assigned to the branches/functional areas are arbitrary codes which were used in the survey (see Appendix A, pages A-2, A-3, A-4).

A further description of the sample is provided by the following tables:

Table 2: number of respondents by location.

Table 3: number of respondents by type of organization (i.e., TOE, TDA).

Table 4: number of respondents by command.

Table 5: number of respondents by leadership position (e.g., assistant squad leader, squad leader, platoon sergeant).

III. Procedure

The Leader Requirements Task Analysis Survey was distributed between April 1987 and August 1987. The respondents were requested to read all the tasks and decide which they did in their current duty assignment. They were instructed to rate only those tasks that they did in their current duty assignment. This instruction was repeated several times and was printed at the top of each page of task statements. Finally, they were instructed

Table 1

Number of Noncommissioned Officers Responding to the Survey by Rank and Branch

BRANCHES																						
		COMBAT ARMS				COMBAT SUPPORT				COMBAT SERVICE SUPPORT				COMBAT SERVICE SUPPORT : OTHER								
RANK	:	01	02	03	04	05	16	:	07	08	10	17	18	:	09	11	12	13	14	15	:	06

SGT	:	96	71	59	49	44	39	:	61	134	58	80	52	:	129	90	128	52	74	71	:	48
SSG	:	78	77	78	49	59	50	:	81	134	62	90	58	:	135	85	134	58	77	93	:	49
PSG/SFC	:	89	59	125	60	81	57	:	86	102	66	85	73	:	125	61	114	26	69	65	:	25
1SG/MSG	:	64	58	68	76	70	38	:	79	68	59	72	65	:	89	43	66	14	65	75	:	22
CSM/SGM	:	29	25	24	23	45	4	:	22	62	10	22	27	:	100	21	23	5	46	53	:	5

TOTAL		356	290	354	257	299	188		329	500	255	349	275		578	300	465	155	331	357		149

COMBAT ARMS				COMBAT SUPPORT				COMBAT SERVICE SUPPORT				COMBAT SERVICE SUPPORT				OTHER						
01= Infantry				07= Land Combat/Sys Maint				09= ADP/Finance/Personnel				11= Ordnance				06= Audio-						
02= Engineer				08= Signal				12= Transport./Aircraft Maint.				13= Chaplain				Visual						
03= Field Artillery				10= Chemical				14= Quartermaster				15= Medical										
04= Air Defense Ar.				17= Military Police																		
05= Armor				18= Military Intelligence																		
16= Aviation																						

Table 2

Number of Noncommissioned Officers Responding to the Survey byLocation

Noncommissioned Officers

Location	Number	%
<u>CONUS</u>		
APG	0	0.0
Belvoir	4	0.1
Ben Harrison	9	0.2
Benning	56	1.0
Bliss	206	3.5
Bragg	200	3.4
Campbell	246	4.2
Carlisle Barracks	6	0.1
Carson	188	3.2
Devens	112	1.9
Dix	80	1.4
Eustis	93	1.6
Gordon	152	2.6
Hood	61	1.0
Huachuca	62	1.1
Hunter AAF	30	0.5
Irwin	39	0.7
Jackson	44	0.8
Knox	157	2.7
Leavenworth	29	0.5
Lee	50	0.9
Leonard Wood	189	3.2
Lewis	147	2.5
McClellan	131	2.2
McPherson	76	1.3
Meade	121	2.1
MILPERCEN	7	0.1
Monmouth	69	1.2
Monroe	13	0.2
Ord	1	0.0
Pentagon	55	0.9
Polk	124	2.1
Presidio of San Francisco	13	0.2
Riley	110	1.9
(table continues)		

Table 2 (Continued)

Noncommissioned Officers

Location	Number	%
Rucker	76	1.3
Redstone Arsenal	168	2.9
Sam Houston	115	2.0
Sheridan	41	0.7
Sill	203	3.5
Stewart	132	2.3
West Point	11	0.2
Other CONUS	474	8.1
<u>Overseas</u>		
Alaska	60	1.0
Germany	1243	21.3
Hawaii	128	2.2
Italy	6	0.1
Japan	23	0.4
Korea	200	3.4
Middle East	0	0.0
Panama CZ	49	0.8
Turkey	5	0.1
Other Overseas	<u>30</u>	<u>0.5</u>
Total	5844 ^a	100.0

^a101 Noncommissioned Officers did not provide location information.

Table 3
Number of NCOs, by Type of Organization

TYPE OF ORGANIZATION			
TOE	TDA	DON'T KNOW :	TOTAL
2657	2468	594	5719*

*226 NCO did not respond to this question.

TOE = Table of Organization and Equipment
 (Organizations structured on a wartime
 mission and based on a 24-hour day)

TDA = Table of Distribution and Allowances
 (Organizations that are peacetime oriented
 and based on an 8-hour work day)

Table 4
Number of NCOs, by Command/Organization (n=5865)

COMMAND/ORGANIZATION	:	Number	Percent
FORS COM (FORCES CMD)	:	1833	31.3
TRADOC (TRAINING & DOC CMD)	:	1419	24.2
USAREUR (EUROPE)	:	1184	20.2
OTHER	:	1429	24.3

Table 5

Number of NCOs, by Position (n=5281)

POSITION	NUMBER	PERCENT
Assistant Squad Leader (ASL)	308	5.8
Squad Leader (SL)	718	13.6
Platoon Sergeant (PSG)	504	9.5
Master Sergeant (MSG)	626	11.9
First Sergeant (1SG)	360	6.8
Sergeant Major (SGM)	512	9.7
Command Sergeant Major (CSM)	105	2.0
Drill Sergeant (DSG)	75	1.4
Instructor (INST)	415	7.9
Others	1658	31.4

that if they did a task they were to rate it on the following scale:

1. Insignificant Part of the Job
2. Slightly Significant Part of the Job
3. Somewhat Significant Part of the Job
4. Moderately Significant Part of the Job
5. Quite Significant Part of the Job
6. Highly Significant Part of the Job
7. Extremely Significant Part of the Job

This scale was chosen instead of the typical "time spent" scale. AOSP has conducted extensive research on occupational scales and has found the "Part of Position" scale to be more meaningful for officers. Also, this scale is more suited to the leadership area with its many tasks that have no clear beginning and ending. NCOs were given the same scale in order to maintain comparability in the analyses.

There was some concern at the time the survey was developed that the survey would be too long to complete in a reasonable amount of time. In fact, however, 61% of the NCOs reported taking under 2 hours to complete the survey, 22.1% reported taking 2 to 3 hours, and only 16.9% reported taking more than 3 hours.

RESULTS

The noncommissioned officers' responses to the Leader Requirements Survey are presented in three parts: (1) selected background and other interest items, (2) leadership tasks, (3) knowledge, skills, and abilities (KSA).

I. Background and Other Items

The 59 background and other interest items in the Leader Requirements Survey are in Parts I and III of the instrument (see Appendix A). Some of these background and other items of interest are reported here.

A. Educational Background (Table 6). The results revealed that 64.3% of the noncommissioned officers in this survey had some college education with 7% having a bachelor's degree or more.

B. Number of Immediate Subordinates Supervised. Sixty-one percent of noncommissioned officers supervised 1-10 immediate subordinates with another 24% supervising no immediate subordinates.

C. Hours on Duty per Day. Noncommissioned officers reported working long hours (see Table 7). Note that 72.7% reported

Table 6

NCO Education (n=5856)

	Number	Percent
NON-HIGH SCHOOL GRADUATE	32	0.5
GED OR HIGH SCHOOL EQUIVALENCY	593	10.1
HIGH SCHOOL DIPLOMA GRADUATE	1476	25.2
LESS THAN 2 YEARS OF COLLEGE	1896	32.4
2 OR MORE YEARS OF COLLEGE	1462	25.0
BACHELOR'S DEGREE	255	4.4
SOME GRADUATE WORK	85	1.5
GRADUATE DEGREE	57	1.0

Table 7
Hours on Duty per Day, by Noncommissioned Officer Rank
(n=5570)

HOURS	:	:	:	PERCENT OF			:	:	:
				SGT	SSG	PSG/ SFC	MSG	CSM/ SGM	TOTAL SAMPLE
5 OR LESS	:	:	:	0.2	0.7	0.5	0.7	0.5	0.5
6 TO 7	:	:	:	3.5	2.7	2.4	1.4	2.4	2.5
8 TO 9	:	:	:	26.7	23.3	23.0	24.4	31.3	25.1
10 TO 11	:	:	:	36.9	36.2	36.2	34.7	39.7	36.5
12 TO 13	:	:	:	24.5	26.0	24.9	28.0	19.4	25.1
14 TO 15	:	:	:	5.4	8.1	9.7	7.8	3.9	7.3
16 OR MORE	:	:	:	2.8	3.0	3.3	3.1	2.9	3.3

working 10 or more hours per day. Further, those in TOE units tended to spend more hours on duty than those in TDA units.

D. Ability to do Immediate Subordinates' Jobs. Respondents were asked: "In your opinion, how much of your immediate subordinates' job do you have to be able to do in order to do your own job well?" (Appendix A, question 27, part III). Almost half of the NCOs reported a need to be able to do 81% to 100% of their immediate subordinates' job in order to do their own job well. The need to be able to do 81% to 100% of the immediate subordinates' jobs tended to decrease as a function of an increase in rank.

E. Adequacy of Formal Leadership Training. Respondents were asked, "How adequate was the Army's formal school training in leadership in preparing you to lead?" (Appendix A, question 28, part III). The leadership training was rated slightly or moderately adequate by 58% of the respondents (see Table 8).

F. Number of Days per Year Training in the Field. The NCOs were asked: "In your current position, how many days in a year would you expect to train in the field?" (Appendix A, question 25, part III). The number of NCOs who did not expect to train in the field at all increased by level, from 21% of sergeants to 48% of command sergeants major/sergeants major (see Table 9). Note from the table, that overall 54.5% of the NCOs in this sample train less than 20 days a year in the field. Although not shown in this table, the percent of NCOs training 20 or fewer days in the field per year was 28% for those in TOE units and 81% for those in TDA units. By branch, those who expected to train 20 or fewer days in the field included 23% of those in infantry and 28% of those in armor.

G. Participation in Training Exercises at the National Training Center. In response to the question, "Have you ever participated in training exercises at the National Training Center (NTC) at Fort Irwin, California?" (Appendix A, question 29, part III), 75% of the NCOs in this sample said they had not. Further analyses showed that, by type of organization, 66% in TOE units versus 83% in TDA units reported that they had never participated in NTC training. The branches with the highest percent participating in the exercises at NTC were armor, infantry, and chemical. Of the armor branch, 51% participated, of infantry, 42% participated, and of chemical, 39% participated.

H. Percent of Time Spent Training for War (Figure 2). In response to question number 45 of part III, 59% of the NCOs reported 20% or less of their time spent training for war. Of this 59%, there were 26% who indicated none of their time spent training for war. In terms of type of organizational unit, 46% of those in TOE units and 72% of those in TDA units reported 20% or less of their time spent training for war. In infantry and

Table 8

Adequacy of Formal School Training in Leadership,
by Noncommissioned Officer Rank (n=5404)

	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM	TOTAL SAMPLE
I DID NOT RECEIVE ANY	8.3	3.8	4.6	8.6	11.9	6.7
ARMY FORMAL TRAINING IN: LEADERSHIP						
NOT ADEQUATE	5.0	5.7	5.8	5.1	2.5	5.1
SLIGHTLY ADEQUATE	15.3	17.1	16.7	14.7	11.7	15.6
MODERATELY ADEQUATE	45.4	43.8	45.3	40.6	33.0	42.7
HIGHLY ADEQUATE	25.9	29.6	27.6	31.1	41.2	29.9

Table 9

Number of Days per Year Expected to Train in the Field,
by Noncommissioned Officer Rank (n=5534)

	PERCENT OF					CSM/		SGM : TOTAL
	SGT	SSG	PSG/ SFC	MSG	MSG	SGM	SGM	
0 Days	20.5	29.2	35.5	39.9	48.1	48.1	32.9	
1-5 Days	11.8	11.6	10.1	8.0	8.9	8.9	10.3	
6-20 Days	13.1	11.5	10.4	10.6	10.4	10.4	11.3	
21-36 Days	12.6	11.6	9.4	12.5	7.6	7.6	11.0	
37-100 Days	27.4	21.6	20.8	20.4	16.3	16.3	21.9	
101-199 Days	11.1	11.0	10.5	6.6	6.5	6.5	9.6	
200 or More Days	3.5	3.6	3.3	2.1	2.1	2.1	3.1	

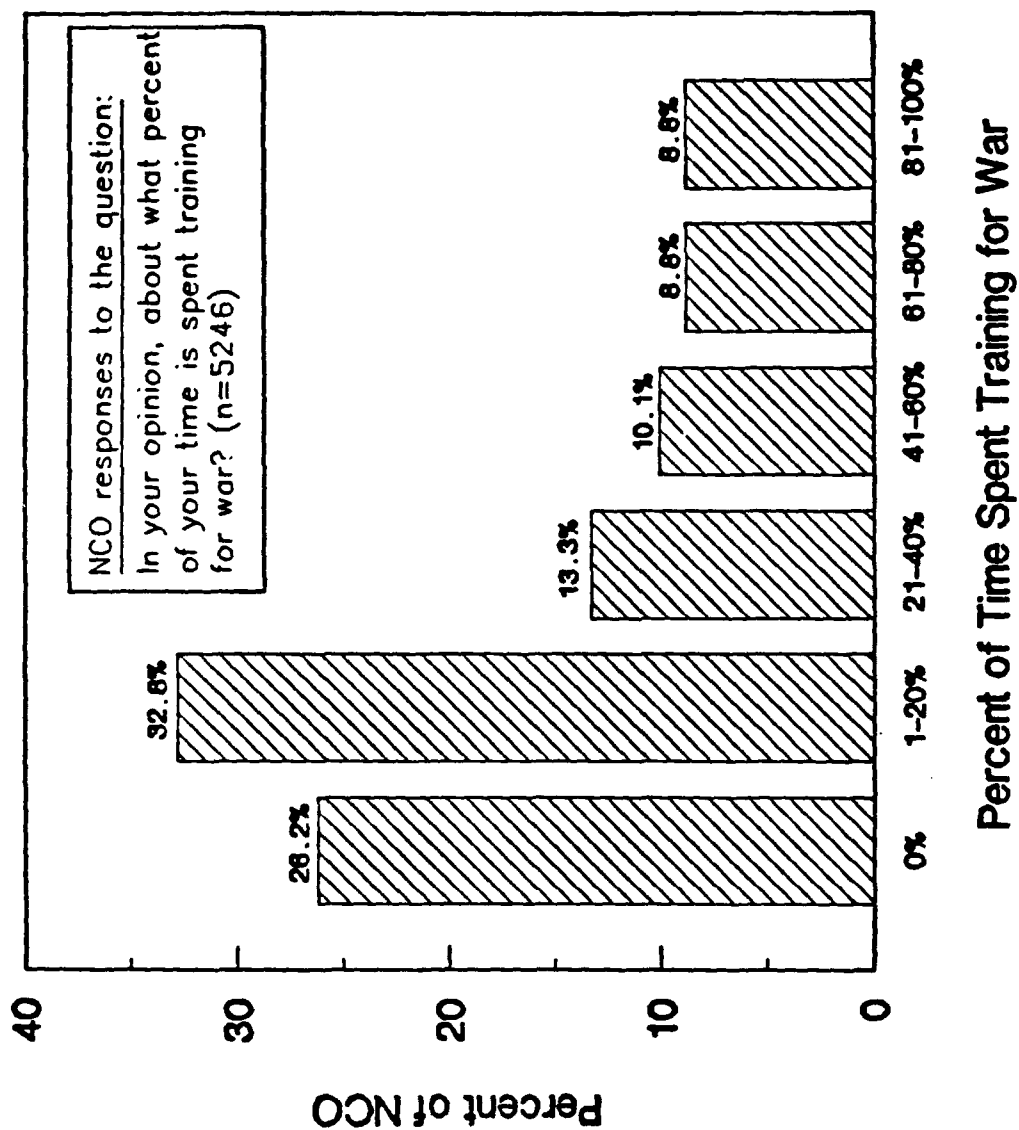


Figure 2. Percent of Time Spent Training for War

armor, 33% and 37%, respectively, indicated that they had jobs in which 20% or less of their time was spent training for war.

I. Similarity of Tasks Performed in Garrison and in Field Training/Combat. In comparing the tasks they performed in garrison versus those they performed in field training exercises/combat (question number 26 in part III), 30.5% of the NCOs indicated that there was no similarity at all in the tasks they performed in these two settings (see Table 10). In terms of type of organizational unit, 19% of those in TOE units and 42% of those in TDA units reported that the tasks they performed in garrison and field training/combat were "not similar at all". The two branches that reported the most similarity in tasks performed in garrison and in field training/combat were ordnance and transportation.

II. Leadership Tasks

This part of the results presents the responses to the task portion of the survey. The first section introduces the analysis approach, the formats used in the appendices to present data relating to the individual tasks, and a table summarizing all the appendices. The remaining four sections highlight the major findings related to the tasks by rank, leadership position, branch, and type of organization. For each section, specific findings are presented, followed by a short summary.

To meet various user needs, both data relating to individual tasks (see the appendices) and interpretations of the data are provided. The sections below containing results by rank, leadership position, branch, and type of organization present interpretations of these results in terms of general trends and patterns. The individual and global duty areas, that were developed as part of the methodology of this research (see Figure 1), were often used as a functional framework for presentation. When relative differences are discussed, the intent is to suggest general trends rather than to indicate statistical significance.

A. Analysis Approach

There are two basic categories of task data analyzed in this report: mean ratings and percent performing. Mean ratings are calculated for each task from the 7-point "Part of Position" scale presented earlier. Since the ratings on this 7-point scale were provided by respondents only for those tasks performed in their current assignment, it is also possible to calculate the percent who reported performing each task. In the analysis of the data, it was found that, in general, when NCOs reported that they performed a task they tended to rate it high. This was not true for commissioned officers. Thus, for NCOs the percent performing each task provided more discriminating information among NCOs than did mean ratings. For this report, mean rating

Table 10
Similarity of Tasks Performed in Garrison to Field-Training Exercises/Combat for Noncommissioned Officers (n=5091)

	Number	Percent
NOT SIMILAR AT ALL	1552	30.5
SLIGHTLY SIMILAR	775	15.2
MODERATELY SIMILAR	1221	24.0
EXTREMELY SIMILAR	962	18.9
EXACTLY THE SAME	581	11.4

data are presented, but the bulk of the analyses focused on percent performing.

Three display/analytical formats were developed in order to facilitate an understanding of the mean and percent performing data at the individual task level: (a) "Critical task" format; (b) "Crosswalk" format; and (c) "Greater than 10% difference" format. Each of these formats is explained below. Table 11 provides a list of the appendices and the format used for each.

1. Critical Task Format. The critical task format was developed in order to highlight those leadership tasks which received the highest ratings by each rank. In conjunction with the sponsors for this research, CAL and USASMA, the following criterion was decided upon to designate a task as rank-critical: any task which received a mean rating equal to or greater than 5.00 on the 7-point "Part of Position" scale, by one or more ranks. Rank-critical tasks were defined in terms of high means of task ratings for each rank separately as opposed to all ranks grouped together in order to prevent the masking of rank differences.

In order to examine any trends across rank with respect to the critical tasks, the critical tasks were divided into two categories: (a) those relatively stable across ranks and (b) those not relatively stable across ranks. Appendix B contains all critical tasks that were relatively stable across ranks, and Appendix C contains all critical tasks that were not relatively stable across ranks. "Relatively stable" tasks were defined as tasks for which the means of no two rank groups differed by more than 1.00. Conversely, "not relatively stable" tasks were defined as those for which the means of at least one rank group differed from another by more than 1.00. Although a difference of less than 1.00 would surely have been statistically significant due to the large number of respondents, the more stringent criterion of 1.00 was mutually agreed upon with the sponsors in order to identify meaningful trends across ranks.

The rank-critical tasks in Appendices B and C are presented by global duty area and then within each global duty area by individual duty area (see Figure 1 for a listing of global and individual duty areas). Within each individual duty area the tasks are ranked top down by overall mean "Part of Position" rating. Task numbers in these appendices are given two task number designations. The first designation, which starts with a letter (e.g., A4), indicates the duty area and the number of the task within that duty area (in this example: the fourth task in individual Duty A - Train soldiers). The second task designation is a number from 1 to 560 which corresponds to the task number as it appears in the Leader Requirements Survey.

Table 11

List of Appendices Providing Data on an Individual Task Level
for Noncommissioned Officers

<i>Appendix</i>	<i>Focus</i>	<i>Format¹</i>	<i>Data</i>
B	Rank	Critical Task	Means, Stable Tasks
C	Rank	Critical Task	Means, Non-Stable Tasks
D	Rank	Critical Task	Percent Performing, Stable Tasks
E	Rank	Critical Task	Percent Performing, Non-Stable Tasks
F	Rank	Crosswalk	Percent Performing
G	Rank	≥ 10% Difference	Percent Performing
H	Position	Crosswalk	Percent Performing
I	C.A. Branches ²	Crosswalk	Percent Performing
J	C.S. Branches ³	Crosswalk	Percent Performing
K	C.S.S. Branches ⁴	Crosswalk	Percent Performing
L	Type of Org.	Crosswalk	Percent Performing
M	Type of Org.	≥ 10% Difference	Percent Performing

¹See text for explanation.

²Combat Arms Branches

³Combat Support Branches

⁴Combat Service Support Branches

As mentioned earlier, it is very important to take into account percent performing along with mean ratings, particularly for the NCOs. Therefore, percent performing information for each critical task is provided in Appendices D and E. The format of these two Appendices parallels the format of Appendices B and C so that it is easy to quickly find the mean ratings and percent performing data for any critical task. Appendix D corresponds to the stable critical tasks and Appendix E corresponds to the non-stable critical tasks.

2. Crosswalk format. The crosswalk format was developed so that all 560 tasks could be easily scanned for major trends and patterns for any organizational variable (e.g., branch, type of organization, etc.). The sponsors agreed that this was a very useful format for pinpointing areas of interest.

Crosswalks for the NCOs were developed only for percent performing information. Note from Table 11 that Appendices F and H through L are all crosswalks of percent performing for various organizational variables.

This format is termed a "crosswalk" because, in addition to the percent performing information presented, it provides a key to identify rank-critical tasks. Thus, it is possible to consider both the variable of interest (e.g., branch, position, etc.) and task criticality by rank at the same time. For each of the crosswalk appendices, the rank-critical tasks previously listed in Appendices B and C are marked with a "+" next to the task number. These "+" signs indicate that the mean rating was greater than or equal to 5.00 on the "Part of Position" scale for one or more ranks. In addition, for this crosswalk format, it was determined that it would also be useful to indicate tasks with mean ratings less than or equal to 3.00 on the "Part of Position" scale for one or more ranks. These rank-least-critical tasks are indicated with a "-" sign.

The percent performing data are presented in the crosswalks with symbols rather than numbers to facilitate the identification of patterns and trends. For example, note that Appendix F is a crosswalk which shows percent performing each task by rank. Percent performing is indicated by an "X" for more than 66.6% performing, by an "*" for less than or equal to 33.3%, and no symbol for between 33.3% and 66.6% performing. Thus, the blank spaces should not be ignored since they also provide valuable task information. These cut-offs were chosen because they represented an even division into thirds, with more than two-thirds performing giving a good indication of what "most" NCOs do, and less than one-third giving an indication of what "few" NCOs do.

3. Greater than 10% difference format. The purpose of this format is to list those tasks with a greater than 10% difference

in percent performing between levels within an organizational variable of interest. The two Appendices presented in this format are Appendix G and Appendix M. Appendix G presents tasks with greater than 10% differences between adjacent ranks, while Appendix M presents tasks with greater than 10% difference between TOE organizations and TDA organizations. Although there is some overlap between the crosswalks for percent performing and this format, the crosswalks highlight high, medium, and low percent performing whereas this format highlights shifts in percent performing. The 10% difference cutoff was seen as the lowest that would provide useful information. Since all percents higher than 10% are also included, the user may select a more stringent cutoff if desired.

In this format, the task number and the task itself are given first (for example, see Appendix G). Note that the task number starts with a letter indicating the individual duty and the number of the task within the individual duty as was done previously in Appendices B and C. Then, there are three columns with the first two columns containing the exact percent performing and the third column giving the difference between these two percents. Note in the case of Appendix G that a minus sign in the difference column indicates that more NCOs in the higher rank performed that task than in the lower rank. No minus sign in the difference column indicates that fewer NCOs in the higher rank performed that task than in the lower rank. Only tasks with differences greater than 10% are presented.

B. Rank

This section highlights the major results by rank. The relevant appendices for this section are Appendices B through G. To give an overall perspective of how NCOs responded to the survey, the mean number of leadership tasks performed, for each rank separately and for all ranks together, is presented in Table 12. For the entire sample, taking into account all 560 tasks in the task analysis, the mean number of leadership tasks performed was 211. The number of leadership tasks performed was the lowest for sergeants (SGT) and gradually increased by rank with the peak at the first sergeant/master sergeant (1SG/MSG) level. Note that the following abbreviations are used for rank: sergeant (SGT), staff sergeant (SSG), platoon sergeant/sergeant first class (PSG/SFC), first sergeant/master sergeant (1SG/MSG), and command sergeant major/sergeant major (CSM/SGM).

There are 432 critical tasks for one or more ranks in Appendices B and C. Appendix B contains the 381 rank-critical tasks that were relatively stable across ranks, and Appendix C contains the 51 rank-critical tasks that were not relatively stable across ranks. Figure 3 is a summary portrayal of the critical tasks in Appendices B and C. It graphs the number of critical tasks by rank for each of the four global duty areas.

Table 12

Mean Number of Tasks Performed, by Noncommissioned Officer Rank

	SGT (n=1352)	SSG (n=1459)	RANK PSG/SFC (n=1387)	1SG/MSG (n=1103)	CSM/SGM (n=644)	ALL (n=5945)
MEAN NUMBER OF TASKS PERFORMED	188.1	201.4	216.7	238.3	225.5	211.4

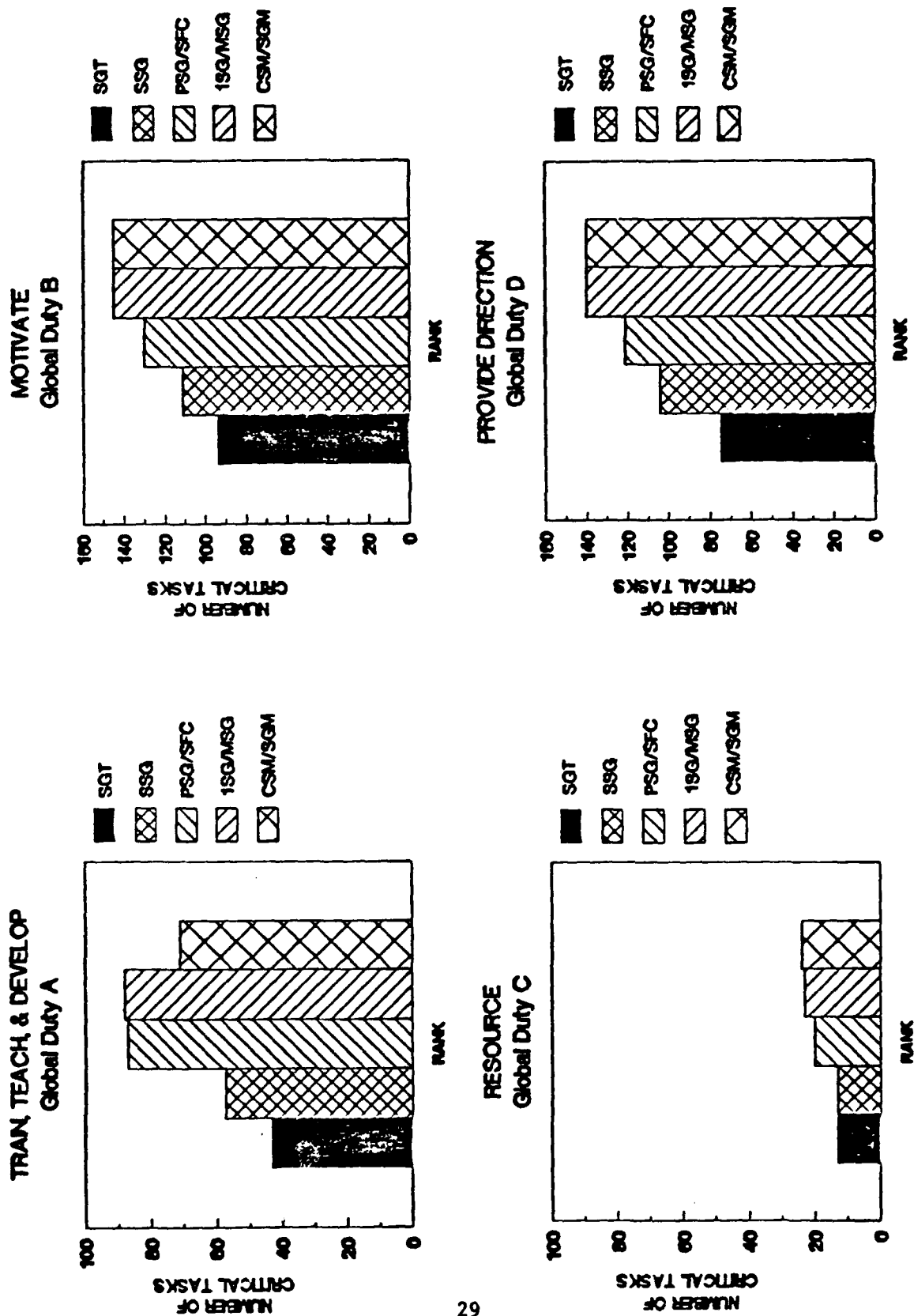


Figure 3. Number of Critical Tasks by Rank

For the Train, Teach, and Develop area, there were more critical leadership tasks for the PSG/SFC and the 1SG/MSG levels than for the other levels (see Figure 3). The tasks in this area that were critical for these two levels and for no other level involved coordinating activities for collective training (e.g., developing training schedule, preparing the unit to move out, setting up command post). Many of the critical tasks in the Train, Teach, and Develop area which were critical for all ranks involved: (a) developing general work habits such as training soldiers to check their own work, meet time requirements, and do their jobs without supervision; (b) teaching basic military skills, including personal discipline and proper wearing of the uniform; (c) encouraging leadership development (e.g., through formal military training, civilian education, and self-development programs); and (d) conducting training.

For the Motivate area, the number of critical tasks increased with rank, with the fewest critical tasks for the SGT level and greatest for the 1SG/MSG and CSM/SGM levels (see Figure 3). There were consistently high ratings in the Motivate area. Most (72%) of the tasks in this area had mean ratings greater than 5.00 for all ranks. The duty area within Motivate that differentiated the most between ranks was Developing Unit Cohesion. Higher ranks had more critical tasks in this area including such activities as promoting unit identity and integrating the family into the unit primarily through arranging social functions with unit members and their families. Higher level leaders also focused on unit planning, group problem solving, and unit goal clarification.

For the Resource area, the number of critical tasks increased slightly with rank (see Figure 3). Many of the tasks critical for the higher ranks dealt with personnel and task assignments (e.g., screening and placement of personnel, assignment of duties and details). The tasks in the Resource area that were critical for all ranks involved management of time, people, information, and equipment. They also involved crisis management, problem prioritization, determination of own responsibilities, and scheduling activities.

For the Provide Direction area, once again the number of critical tasks increased with rank, with the fewest critical tasks for the SGT level and greatest for the 1SG/MSG and CSM/SGM levels (see Figure 3). Most of the tasks that were critical for these two higher levels and no other levels involved: (a) coordinating with other branches/units of the Army, (b) approving paperwork and writing information papers, (c) influencing the commander, (d) supervising civilians, and (e) determining organizational priorities. One duty area in which almost all tasks were critical for all ranks was Conduct Counseling. The duty areas of Maintain 2-Way Information Exchange with

Subordinates and Monitor and Evaluate Performance also had a large number of tasks that were critical for all ranks.

Appendices D and E provide percent performing data for the critical tasks in Appendices B and C. It is important to note that although the means for the critical tasks in Appendix B are categorized as relatively stable across ranks, the corresponding percent performing (Appendix D) often varies considerably. For example, for Task A5 - "Train soldiers in common soldier tasks" - the relatively small differences in the mean ratings as a function of rank do not hint at the differences in percent performing as a function of rank (i.e., they range from 65.4% to 84.9%).

One way to examine differences across rank in terms of percent performing is by using the crosswalk presented in Appendix F. For example, one can count the total number of tasks within each individual duty area that were performed by at least two-thirds (66.6%) of each rank. The purpose in doing this is to identify trends that characterize what most NCOs at each rank do. The patterns within the various areas of leadership were categorized as having either no apparent trend (i.e., no more than a two task difference between any two ranks in the total number of tasks performed by most NCOs), or containing a trend (i.e., more than a two task difference).

Figure 4 lists those areas with a trend across rank versus those areas with no trend across ranks. There were 8 areas with a trend and 12 areas with no trend. Four of the leadership areas with no trend had no tasks at all performed by two-thirds or more of any one rank:

- (a) Train in the Field to Enter Combat
- (b) Coordinate with Others Outside the Unit
- (c) Provide Input for the Direction of the Larger Organization
- (d) Establish the Direction of Your Unit/Element

The remaining eight individual duty areas were not stable across NCO ranks but followed one of two trends. The area of Train Soldiers, decreased in number of highly performed tasks as NCO rank increased. SGTs had the most tasks meeting the criteria of greater than 66.6% performing, and the CSM/SGM the fewest. In spite of the decreasing trend, NCOs had the greatest number of highly performed tasks in the area of Train Soldiers than any of the other duty areas. They reported that they trained soldiers to be more independent (i.e., check their own work; do their jobs without supervision; and meet time requirements). In addition, they trained soldiers: (a) to operate and maintain equipment, (b) to be technically and tactically proficient, (c) in common soldier tasks, (d) for the skills required to pass SQTs, and (e) to handle stress.

Trend in Percent Performing Across Rank	No Trend in Percent Performing Across Rank
<p>Train Soldiers</p> <p>Develop Leaders²</p> <p>Motivate Others (The How)²</p> <p>Reward and Discipline Subordinates²</p> <p>Take Care of Soldiers²</p> <p>Manage Resources²</p> <p>Maintain 2-Way Information Exchange with Subordinates²</p> <p>Conduct Counseling²</p>	<p>Teach Soldiers</p> <p>Plan and Conduct Training</p> <p>Train in the Field to Enter Combat</p> <p>Motivate Others (The What)</p> <p>Develop Unit Cohesion</p> <p>Perform/Supervise Administrative Functions</p> <p>Coordinate with Others Outside the Unit</p> <p>Supervise Others</p> <p>Maintain 2-way Information Exchange with Superiors</p> <p>Monitor and Evaluate Performance</p> <p>Establish Direction of Your Unit/Element</p> <p>Provide Input for the Direction of the Larger Organization</p>

¹Trend refers to more than a two task difference between any two ranks in the total number of tasks performed by most NCOs. No trend refers to no more than a two task difference.

²Trend is increasing with rank.

Figure 4. Leadership Areas: Trend versus No Trend¹

For the other seven individual duty areas, there was a progressive trend with increases in rank tending to be associated with increases in the number of tasks performed by most NCOs. SGTs had the fewest tasks meeting the criterion of greater than 66.6% performing, and the 1SG/MSGs or CSM/SGMs the most. See Figure 5 for some examples.

When there was a progressive upward trend in the number of tasks performed by rank, the tasks at each lower rank tended to be a subset of those for each higher rank. Tasks performed exclusively by most NCOs at the higher ranks tended to involve:

- (a) recommending additional training/education (e.g., self-paced, civilian).
- (b) monitoring and evaluating (e.g., monitoring troop appearance, giving formal counseling statements, writing EERs, recommending awards).
- (c) conducting crisis management (i.e., putting out fires) and solving each problem in order of priority.
- (d) establishing communication channels, encouraging upward and downward communication, encouraging subordinates to provide feedback, and conducting meetings.
- (e) counseling soldiers on career development.

Another way to examine the stronger leadership emphasis for the higher ranks is to consider the difference in percent performing across adjacent ranks. Appendix G provides the tasks with differences greater than 10% in percent performing for adjacent ranks. Whereas Appendix F highlights the absolute percent performing (i.e., high versus low), Appendix G highlights relative amounts of percent performing. It enables the direct comparison of progressive leadership changes with each increase in rank for all tasks.

For the SGT - SSG comparison, only 10 of the 560 tasks had differences equal to or greater than 10% performing. In all cases, SSGs had a higher percent performing for these 10 tasks than SGTs. Note that many of these tasks are from the Plan and Conduct Training duty area. Overall, however, there are very few differences in terms of percent performing between the SGT and SSG ranks.

For the SSG - PSG/SFC comparison, 28 tasks met the difference criteria. Once again, the higher level rank had the higher percent performing for all of these tasks. One area that appears to distinguish the PSG/SFC role from the SSG role is Perform/Supervise Administrative Functions. PSG/SFCs had higher

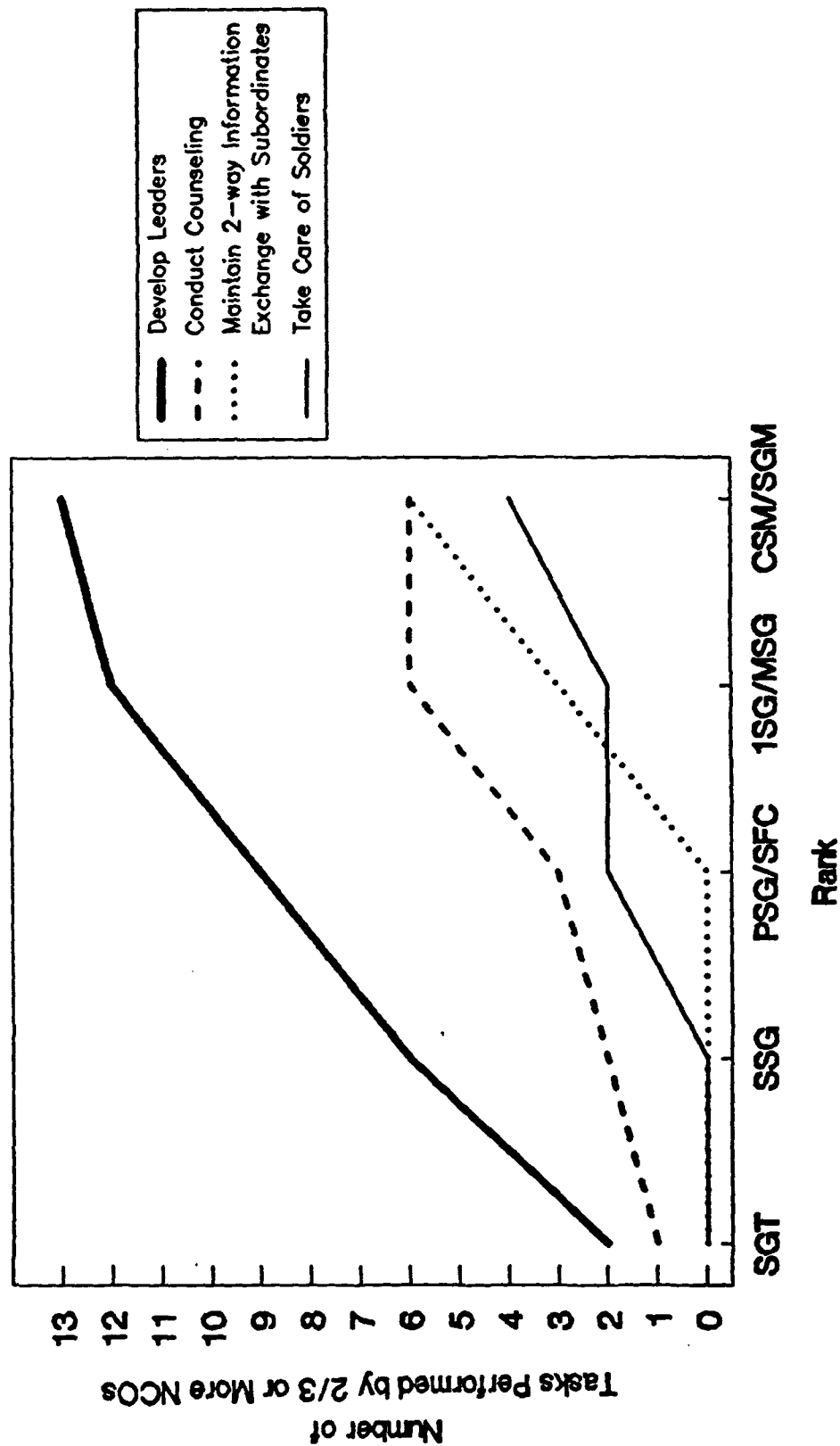


Figure 5. Number of Tasks Performed by Most NCOs in Four Areas of Leadership

percent performing than SSGs for activities such as supervising administrative services, establishing and revising SOPs for their unit, and writing status reports and letters of instruction. Another area in which PSG/SFCs had higher percent performing than SSGs was in communication (both upward communication and downward communication). This involved such activities as keeping the commander informed about people-problems, providing feedback to higher-ranked individuals, giving information briefings, and conducting meetings.

The PSG/SFC - 1SG/MSG comparison resulted in the most tasks differing in percent performing by 10% or more (i.e., 70 tasks). The seven tasks in which the PSG/SFCs had a greater percent performing than the 1SG/MSG involved training or instructing. For most (63 of the 70) of the tasks, the greater percent performing was for the higher rank, 1SG/MSG. These tasks tended to be concentrated in three duty areas: Develop Unit Cohesion, Manage Resources, and Perform/Supervise Administrative Functions. The greatest differences in percent performing (17% to 22%) between these two ranks all came from the Perform/Supervise Administrative Functions duty area. Thus, although the PSG/SFC level had a higher percent performing in this area than SSGs, the 1SG/MSGs had an even higher percent performing. Overall, the large number of task that the 1SG/MSGs perform more than the PSG/SFCs, highlights the important leadership role at the 1SG/MSG level.

Finally, the 1SG/MSG - CSM/SGM comparison further highlights the role of the 1SG/MSG. Of the 51 tasks that met the difference criteria, only 6 tasks had a higher percent performing for the CSM/MSG than the 1SG/MSG, whereas 45 tasks had the higher percent performing for the 1SG/MSG. This was the first time that the lower of the two ranks compared had more tasks with the higher percent performing. The tasks for which the 1SG/MSG had a higher percent performing tended to be concentrated in four duty areas: Take Care of Soldiers, Manage Resources, Perform/Supervise Administrative Functions, and Monitor and Evaluate Performance. There were a particularly large number of tasks from the Take Care of Soldiers duty area. The tasks that distinguished the 1SG/MSGs role from the CSM/SGM in this duty area all involved taking care of the soldiers' personal needs (e.g., providing time for subordinates to do personal errands, ensuring that soldiers' personal property is secure prior to their going to the field, and providing soldiers' rides/transportation). Of the six tasks in which the CSM/SGM had a higher percent performing than the 1SG/MSG, two tasks involved advising, and four were personnel-related.

Summary of Major Findings by Rank:

1. Overall, leadership appeared to be sequential and progressive for NCO ranks. The lowest ranks performed the fewest leadership

tasks and the higher ranks performed the most. Furthermore, the tasks performed at the lower ranks were subsets of the tasks performed at the higher ranks.

2. Many tasks in the Train, Teach, and Develop area were rated as highly important by the NCOs and Training was the area with the greatest number of highly performed tasks for all NCOs. The lower level NCOs reported performing more of the technical and tactical and general job skills training, whereas the higher level NCOs reported coordinating and planning collective training.

3. In the Motivate area, many tasks were rated highly important for all ranks. One individual duty area, Develop Unit Cohesion, differed from the other duty areas in Motivate in that the tasks within it appeared to be more important for higher level leaders.

4. In the Resource area, general resourcing tasks such as management of time, people, information, and equipment, crisis management, problem prioritization, determination of their own responsibilities, and scheduling activities were important for all the NCOs. In addition, the higher level ranks reported performing more of the tasks relating to personnel assignment.

5. With respect to Provide Direction, the following areas were important for all ranks: Conduct Counseling, Maintain Two-Way Information Exchange with Subordinates, and Monitor and Evaluate Performance. Higher level leaders appeared to be more involved in providing organizational direction, including such activities as coordinating with other branches, determining organizational priorities, establishing communication channels, and supervising administrative functions.

C. Designated Leadership Position.

This section presents the results for the following NCO positions: assistant squad leader, squad leader, platoon sergeant, master sergeant, first sergeant, sergeant major, command sergeant major, drill sergeant, instructor, and other. These designated positions were selected for separate analyses in order to differentiate positions at the same pay grade (i.e., master sergeants and first sergeants, sergeants major and command sergeants major) and to separate key positions for analysis. The relevant appendix for examining percent performing results by position is Appendix H. See the first page of Appendix H (or Table 5) for the abbreviations used for position.

The first point to note from the Appendix H is the high percent performing for 1SGs for many tasks in almost every leadership area. This contrasts with the lower percent performing for the MSGs. Thus, although in the previous section it appeared that the 1SG/MSG level was a dominant leadership

level, it is apparent from the data in Appendix H that most of this effect was due to the role of the 1SG. Similarly, the CSMs appeared to have a higher percent performing than the SGMs for a number of key leadership areas such as Develop Leaders, Motivate Others (The How), Develop Unit Cohesion, Maintain 2-Way Information Exchange with Superiors, and Conduct Counseling. The PSGs also had very high percent performing for several duty areas including Train Soldiers, Develop Leaders, Motivate Others (The How), and Conduct Counseling.

Figure 6 graphs the number of tasks performed by most NCOs by position for the same four duty areas that were graphed previously by rank (see Figure 5). The fact that the graph on the left side of Figure 6 is so different from that on the right side illustrates the importance of isolating the designated leadership positions. Note again, the 1SGs had the most tasks that were highly performed. Also, the large number of NCOs in the "Other" category (i.e., sergeants who were not in the designated leader positions, or were not drill sergeants or instructors) had no highly performed tasks in these four leadership areas. This finding contrasts with that for the NCOs at the same levels (i.e., ASL, SL, and PSG) who had many more highly performed tasks in these duty areas.

Although by rank there appeared to be little difference in percent performing for the lowest two levels (SGT and SSG), this was not the case for the lowest two designated leader positions, assistant squad leader and squad leader. For example, more squad leaders performed more tasks relating to developing leaders and rewarding and disciplining subordinates than did assistant squad leaders (see Appendix H).

The analysis by position also highlights the leadership role of the drill sergeant. Drill sergeants reported doing many leadership tasks in the areas of Train Soldiers, Teach Soldiers, Develop Leaders, Motivate Others, Take Care of Soldiers, and Conduct Counseling.

Summary of Major Findings by Designated Leadership Position:

1. The analysis by position makes it clear that the leadership role changes dramatically from level to level with respect to the designated leadership positions (ASL through CSM), but much less for those not in these positions.
2. The NCO position with the most prominent leadership role was first sergeant.

D. Branch

As mentioned previously, although branches do not exist formally for the noncommissioned officers, branch clusters were

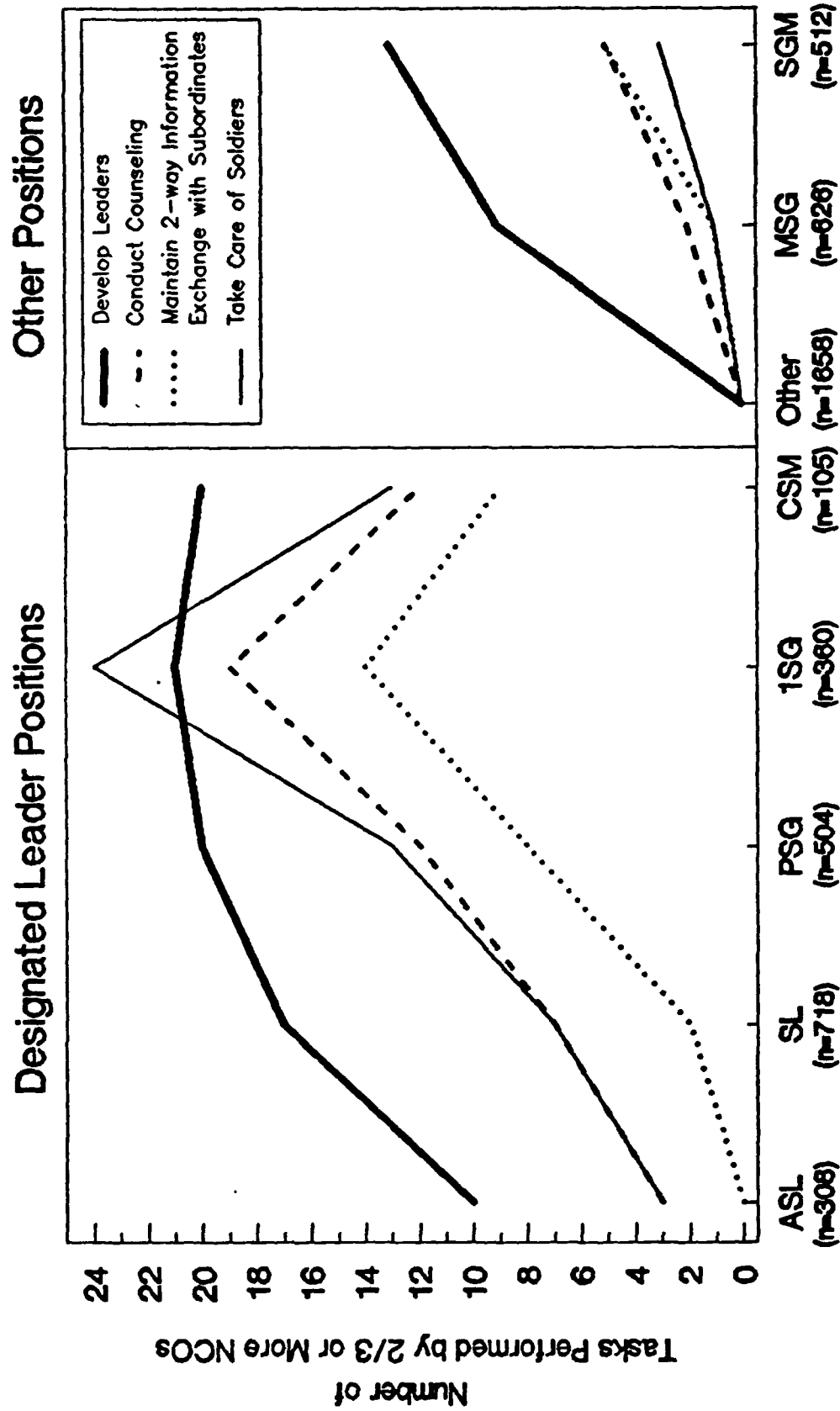


Figure 6. Number of Tasks Performed by Most NCOs in Four Areas of Leadership by Position

established for the purposes of this research. These branch clusters were derived on the basis of military occupational specialties (MOS) of NCOs who attend the same school for the leadership portion of the advanced course. Appendices I through K contain the percent performing crosswalks by branch for combat arms, combat support, and combat service support, respectively.

Table 13 summarizes Appendices I through K by providing the total number of tasks performed by at least two-thirds (66.6%) of the NCOs in each branch and arm, by global and individual duty area. The purpose of this table is to characterize what most NCOs within each branch do. Thus, the zeros in the table do not mean that the tasks were not performed at all. Rather, they indicate that less than 66.6% of the NCOs reported performing those tasks.

Table 13 shows that the mean number of tasks reported performed by more than two-thirds of the NCOs is greatest for combat arms. However, there is so much variation within each of the arms (e.g., within combat arms the range is from 29 to 95 tasks) that it would be inappropriate to compare arms. Rather, comparisons of leadership tasks performed need to be made on the branch level.

It can be seen from Table 13 that the Train, Teach, and Develop global duty area had the greatest number of tasks performed by most NCOs. The individual duty areas of Train Soldiers and Develop Leaders had particularly large numbers of highly performed tasks for most branches. However, note that the Train in the Field to Enter Combat duty area had zero highly performed tasks, even for the combat arms branches. The Motivate global duty area also had a large number of highly performed tasks, particularly for the infantry, engineer, and field artillery branches. Most of these highly performed tasks for these three branches were in the Motivate Others (The How) individual duty area. Only one duty area within Motivate, Develop Unit Cohesion, had almost no highly performed tasks for any of the branches. The two global areas of Resource and Providing Direction had far fewer highly performed tasks than the Train, Teach, and Develop or Motivate areas. Within Providing Direction, the individual duty area of Conduct Counseling, was the most prominent.

Table 13 also illustrates that there was considerable variation across the branches with respect to the number of leadership tasks performed by most NCOs. The two global duty areas that had the greatest number of tasks performed also had most of the variation across branches: Train, Teach, and Develop (11 to 48 tasks), and Motivate (5 to 36 tasks). Three combat arms branches had the greatest number of highly performed tasks overall, infantry (95), engineer (75), and field artillery (77). Note, however, that a combat support branch, military police, was

Table 13

Number of Tasks with Greater than 66.6% Performing for each
Arm and Branch, by Individual and Global Leadership Duty Area

Global Duty Area	Individual Duty Area (# of Tasks)	COMBAT ARMS						COMBAT SUPPORT					COMBAT SERVICE SUPPORT						OTHER
		01	02	03	04	05	16	07	08	10	17	18	09	11	12	13	14	15	06
A	A (21):	19	17	18	13	18	10	11	13	11	13	7	6	16	15	10	12	14	13
	B (18):	8	6	6	4	6	2	3	5	1	9	1	3	5	4	3	5	4	3
	C (21):	18	13	16	10	10	5	2	10	1	13	2	2	10	8	5	9	9	2
	D (42):	3	1	4	1	2	1	1	1	1	1	1	0	1	1	3	1	1	1
	E (44):	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (146):		48	37	44	28	36	18	17	29	14	36	11	11	32	28	21	27	28	19
B	F (13):	7	5	4	1	2	1	1	2	1	3	1	1	4	2	1	1	1	1
	G (42):	16	11	12	6	8	4	3	7	2	9	3	3	10	5	6	4	3	3
	H (52):	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	I (30):	8	5	4	1	2	1	1	2	1	2	1	1	1	1	1	1	1	1
	J (33):	4	3	4	2	2	1	1	2	0	2	0	0	1	0	1	2	2	0
TOTAL (170):		36	24	24	10	14	7	6	13	4	16	5	5	16	8	9	8	7	5
C	K (40):	2	4	2	0	1	0	1	3	0	1	4	2	2	1	5	3	6	2
	L (26):	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	M (20):	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	N (20):	2	2	2	2	2	2	2	2	0	2	2	0	2	1	2	2	2	2
	O (21):	0	0	0	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0
	P (17):	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	Q (38):	2	3	1	1	0	0	0	3	0	1	0	0	0	0	0	0	0	0
	R (24):	5	5	4	4	3	2	2	4	0	5	2	1	3	1	2	2	2	2
	S (13):	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	T (25):	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (204):		9	10	7	7	6	4	4	10	0	9	4	1	5	2	4	4	5	4
GRAND TOTAL (560):		95	75	77	45	57	29	28	55	18	62	24	19	55	39	39	42	46	30
		MEAN = 63						MEAN = 37.4					MEAN = 40						
		S.D. = 24						S.D. = 19.7					S.D. = 11.9						

COMBAT ARMS	COMBAT SUPPORT	COMBAT SERVICE SUPPORT	OTHER
01= Infantry	07= Land Combat/Sys Maint	09= ADP/Finance/Personnel	06= Audio-Visual
02= Engineer	08= Signal	11= Ordnance	
03= Field Artillery	10= Chemical	12= Transport./Aircraft Maint.	
04= Air Defense Artillery	17= Military Police	13= Chaplain	
05= Armor	18= Military Intelligence	14= Quartermaster	
16= Aviation		15= Medical	

next with 62 tasks. An examination of Appendices I through K revealed that, in terms of content, infantry, engineer, and field artillery branches did not have a unique profile in contrast to other branches. That is, the tasks that were performed by most NCOs in these three branches were performed by most NCOs in at least one other branch. For the military police branch, a cluster of tasks in the Teach Soldiers individual duty area stands out. The tasks in this grouping include teaching oral communication, interpersonal skills, and general decision-making strategies.

Aviation, land combat/systems maintenance, chemical, military intelligence, and ADP/finance/personnel were the branches with the fewest number of highly performed tasks. One reason for this may be that their jobs are less people-oriented than the jobs in the remaining branches.

Summary of Major Findings by Branch:

1. Because of the considerable variation within arms, it was not possible to define a pattern that characterized each of the arms.
2. For each of the branches, Train, Teach, and Develop was the area with the greatest number of highly performed tasks. The Motivate area was also a key area, especially for the infantry, engineer, and field artillery branches.
3. The branches with the greatest number of highly performed tasks were infantry, engineer, field artillery, and military police. Those with the fewest number of highly performed tasks were aviation, land combat/systems maintenance, chemical, military intelligence, and ADP/finance/personnel.

E. By Type of Organization

The relevant appendices for examining the results by type of organization are Appendix L and Appendix M. Recall that Appendix L is a crosswalk which highlights high, medium, and low percent performing whereas Appendix M indicates tasks with a greater than 10% difference in percent performing.

There were 86 tasks with greater than 66.6% performing for TOE organizations and 25 tasks for TDA organizations (see Appendix L). The 25 highly performed tasks for TDA were a subset of the highly performed tasks for TOE, with one exception (task 319, manage information). The areas with the greatest contrast in terms of the number of highly performed tasks between TOE and TDA organizations were: Develop Leaders, Motivate Others (What and How), Reward and Discipline Subordinates, and Conduct Counseling. Although no tasks in the Train in the Field to Enter Combat area met the 66.6% criterion, as might be expected for TOE units, there still were differences in this area between TOE and

TDA, as evidenced by the shifts from more than a third to less than a third performing for many tasks. These differences are further highlighted in Appendix M.

As can be seen from Appendix M, there were 281 tasks for which those in TOE units had a greater than 10% difference in percent performing compared to those in TDA units. These 281 tasks accounted for 50% of the total tasks in the leadership survey. Of these 281 tasks, most (86%) were in the Train, Teach, and Develop, and Motivate global duty areas. Most of the remaining tasks were in the Monitor and Evaluate individual duty area.

The tasks with the biggest differences in percent performing (40% to 50% range) between leaders in TOE and TDA units involved combat/battle and field training activities. These tasks included almost all of the tasks from the Train in the Field to Enter Combat area (individual duty area E) as well as other tasks with a "field" or "combat" component. There were only five tasks for which those in TDA units had a greater than 10% difference in percent performing compared to those in TOE units. Three of the five tasks involved working with civilians.

Summary of Major Findings by Type of Organization:

1. Comparisons between TOE and TDA showed that for over half of the tasks in the survey there were substantial differences (i.e., greater than 10%) in percent performing between TOE and TDA organizations. For all but five of these tasks, TOE units had the higher percent performing.
2. As might be expected, tasks with the greatest differences in percent performing between leaders in TOE and TDA units involved combat/battle and field training activities.
3. There were many more highly performed tasks (tasks performed by more than 66.6%) for TOE units than TDA units. The main areas with the greatest contrast in terms of the number of highly performed tasks between TOE and TDA organizations were: Develop Leaders, Motivate Others (What and How), Reward and Discipline Subordinates, and Conduct Counseling. No tasks in the Train in the Field to Enter Combat area were reported performed by more than 66.6%, for either TOE or TDA.

III. Knowledge, Skills, and Abilities (KSA)

The 20 Knowledge, Skills, and Abilities (KSA) items in Section III of the survey were rated on the following 7-point scale:

Importance to your CURRENT JOB

- 1 - Not important
- 2 - Of little importance
- 3 - Somewhat important
- 4 - Moderately important
- 5 - Quite important
- 6 - Very important
- 7 - Extremely important

The sections below present the results for these KSAs by rank, position, branch, and type of organization.

Table 14 shows the mean importance ratings for the KSAs by rank, ordered top-down by overall mean ratings. The top three KSAs involved making decisions, speaking effectively, and technical and tactical proficiency; the next four KSAs all related to communication and received high ratings especially from the higher levels, 1SG/MSG and CSM/SGM. The means for individual ranks differed by more than 1.00 for eight KSAs. Observe that in each of these cases and ten others as well, the mean ratings for KSAs increased as noncommissioned officer rank increased. The remaining KSA ratings peaked at the 1SG/MSG level (KSA #17) and at the PSG/SFC level (KSA #12).

In Table 15, these same KSAs are considered by designated leadership position. In this case, 11 KSA differed by more than 1.00, and there was a general trend for higher positions to have higher ratings. It is interesting to note differences from the rank groupings in Table 14. For example, CSMs gave clearly higher ratings for KSA #20 (develop cohesive units) and #3 (national current events) than did SGMs. On the other hand, CSMs gave lower ratings for KSA #17 and #16 (use computers for word processing and for statistical analyses, respectively). Similarly, 1SGs gave higher ratings for KSA #11 (develop rapport in interviews) and #13 (read aloud) than did MSGs, but MSGs rated KSA #16 and #17 higher than 1SGs.

Table 16 provides the KSAs by branch, grouped into combat arms, combat support, and combat service support. The top seven KSAs differed by less than 1.00 across all of the branches. Within combat arms, there were three KSAs that differed by more than 1.00. In all cases, this difference was due to the contrast between the mean aviation ratings and the mean ratings of the remaining combat arms branches. Thus, except for aviation, there was little variation in mean ratings for combat arms branches. For combat support, there was also one branch that differed from the remaining ones. For the four KSAs with a difference greater than 1.00, the military intelligence branch was lowest for three of the KSAs (ability to read technical manuals, ability to read aloud clearly/fluent, and ability to develop cohesive units/elements) and highest for one (ability to use computers for

Table 14

KSA by Rank: Mean Importance Ratings

IMPORTANCE TO CURRENT JOB

1. Not important
2. Of little importance
3. Somewhat important
4. Moderately important
5. Quite important
6. Very important
7. Extremely important

KSA#	KSA	ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
18	Ability to make decisions	6.23 :	5.98	6.15	6.25	6.45	6.46
8	Ability to speak effectively/clearly	6.05 :	5.68	5.96	6.15	6.29	6.36
19	Technical and tactical proficiency	6.03 :	5.91	6.01	6.08	6.08	6.13
10	Ability to listen effectively/actively	5.97 :	5.67	5.86	6.04	6.21	6.24
2	Knowledge of spelling	5.82 :	5.38	5.67	5.92	6.14	6.26
1	Knowledge of grammar	5.80* :	5.27	5.63	5.93	6.15	6.31
14	Ability to communicate effectively in writing	5.75* :	5.21	5.47	5.90	6.21	6.27
12	Ability to read technical manuals	5.70 :	5.62	5.75	5.82	5.68	5.48
4	Knowledge of military correspondence	5.26* :	4.72	4.97	5.28	5.82	5.95
15	Ability to analyze data	5.14 :	4.73	4.90	5.20	5.57	5.56
9	Ability to deliver talks before large audiences	4.96* :	4.14	4.78	5.18	5.40	5.68
13	Ability to read aloud clearly/fluentlly	4.92 :	4.61	4.91	5.01	5.03	5.15
11	Ability to develop rapport in interviews	4.78* :	4.14	4.50	4.90	5.29	5.46
5	Knowledge of military protocol	4.73* :	4.34	4.47	4.60	5.12	5.61
20	Ability to develop cohesive units/elements	4.69* :	4.14	4.41	4.82	5.16	5.23
6	Knowledge of organizational structure of the Army	4.64* :	4.28	4.30	4.63	5.03	5.37
3	Knowledge of national current events	4.25 :	4.05	4.18	4.24	4.42	4.52
17	Ability to use computers for word processing	3.78 :	3.47	3.61	3.87	4.16	3.94
16	Ability to use computers for statistical analyses	3.47 :	3.22	3.38	3.45	3.72	3.74
7	Knowledge of survey-design procedures	3.22 :	3.05	3.09	3.17	3.40	3.63

NOTE: *Means for individual grades differ by more than 1.00.

Table 15

NCO KSA by Position

KSA#	ALL :	POSITION									
		ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
18	6.23 :	6.16	6.20	6.43	6.30	6.75	6.41	6.74	6.31	5.92	6.04
8	6.05 :	5.75	5.76	6.00	6.18	6.42	6.30	6.58	6.39	6.58	5.86
19	6.03 :	6.07	6.05	6.22	5.93	6.38	6.03	6.50	6.26	6.11	5.82
10	5.97 :	5.81	5.70	6.05	6.05	6.42	6.17	6.58	6.14	6.13	5.81
2	5.82 :	5.35	5.45	5.73	6.11	6.16	6.23	6.28	5.85	5.87	5.75
1	5.80*:	5.16	5.31	5.65	6.14	6.09	6.30	6.37	5.65	6.09	5.73
14	5.75*:	5.17	5.36	5.72	6.11	6.33	6.23	6.51	5.64	5.68	5.56
12	5.70 :	5.71	5.79	5.89	5.66	5.71	5.46	5.39	5.60	6.14	5.50
4	5.26*:	4.73	4.91	5.18	5.76	5.93	5.97	5.81	5.26	4.71	5.07
15	5.14 :	4.85	4.80	4.96	5.65	5.25	5.54	5.51	4.74	4.99	5.04
9	4.96*:	4.21	4.32	4.75	5.09	5.74	5.53	6.34	6.03	6.22	4.45
13	4.92*:	4.68	4.83	5.00	4.78	5.45	5.03	5.49	5.24	5.78	4.46
11	4.78*:	4.31	4.34	4.84	4.93	5.64	5.41	5.88	5.02	4.84	4.44
5	4.73*:	4.45	4.40	4.69	4.86	5.44	5.46	6.20	4.95	4.19	4.51
20	4.69*:	4.53	4.68	5.46	4.56	6.23	4.93	6.27	5.66	4.05	3.94
6	4.64*:	4.49	4.37	4.61	4.90	5.13	5.27	5.51	5.28	4.30	4.28
3	4.25*:	4.10	4.39	4.56	4.21	4.87	4.30	5.24	4.59	3.71	3.90
17	3.78*:	3.28	3.43	3.47	4.36	3.51	4.09	3.01	3.06	3.56	3.97
16	3.47 :	3.21	3.25	3.17	3.95	3.02	3.83	2.92	3.04	3.03	3.57
7	3.22 :	3.02	3.18	3.14	3.33	3.25	3.51	3.70	3.52	3.07	3.01

NOTE: *Means across all positions differ by more than 1.00.

ASL=assistant squad leader SGM=sergeant major
 SL=squad leader CSM=command sergeant
 PSG=platoon sergeant DSG=drill sergeant
 MSG=master sergeant INST=instructor
 1SG=first sergeant

Table 16

NCO KSA by Branch

KSA#	ALL** :	COMBAT ARMS					
		01	02	03	04	05	16
		INFANTRY	ENGINEER	FIELD ARTILLERY	ADA	ARMOR	AVIATION
18	6.23 :	6.34	6.26	6.33	6.19	6.31	6.12
8	6.05 :	6.12	5.88	6.23	5.95	6.15	6.11
19	6.03 :	6.23	6.14	6.38	6.05	6.22	5.94
10	5.97 :	6.14	5.90	6.16	5.86	6.01	5.81
2	5.82 :	5.65	5.73	5.81	5.74	5.74	5.45
1	5.80 :	5.63	5.60	5.73	5.79	5.72	5.59
14	5.75 :	5.75	5.68	5.76	5.48	5.73	5.23
12	5.70* :	5.79	5.80	6.04	5.76	5.91	5.52
4	5.26* :	5.31	5.28	5.32	5.09	5.19	4.95
15	5.14 :	4.92	5.03	5.15	4.94	5.02	4.92
9	4.96*# :	5.43	4.98	5.37	5.00	5.41	4.18
13	4.92* :	5.27	4.89	5.35	5.24	5.26	4.73
11	4.78 :	5.11	4.62	4.91	4.52	5.10	4.25
5	4.73* :	4.89	4.94	4.90	4.81	4.76	4.40
20	4.69*# :	5.58	5.26	5.44	5.08	5.24	4.12
6	4.64* :	4.81	4.78	4.84	4.69	4.78	4.10
3	4.25*# :	4.87	4.59	4.60	4.48	4.50	3.84
17	3.78* :	3.45	3.45	3.61	3.58	3.25	3.19
16	3.47* :	3.18	3.17	3.52	3.41	3.09	2.94
7	3.22 :	3.57	3.77	3.57	3.34	3.21	2.97

NOTE: **Overall mean rating (not just combat arms).

*Means across all branches differ by more than 1.00.

#Means across Combat Arms differ by more than 1.00.

Table 16 (continued)

NCO KSA by Branch

KSA#	ALL** :	07 MAINT	COMBAT SUPPORT				18 MI
			08 SIGNAL	10 CHEMICAL	17 MP		
18	6.23 :	6.09	6.23	6.13	6.39		6.09
8	6.05 :	5.92	6.01	6.17	6.28		5.90
19	6.03 :	5.89	6.00	6.23	6.07		5.47
10	5.97 :	5.80	5.81	6.03	6.17		5.84
2	5.82 :	5.64	5.72	5.79	6.04		6.01
1	5.80 :	5.63	5.74	5.82	6.05		6.04
14	5.75 :	5.52	5.72	5.82	5.99		5.89
12	5.70*# :	6.02	5.83	5.94	5.27		4.89
4	5.26* :	4.95	5.16	5.28	5.31		4.91
15	5.14 :	5.15	5.11	5.41	4.74		5.56
9	4.96* :	4.92	4.62	5.54	4.98		4.66
13	4.92*# :	4.93	4.73	5.17	4.76		3.99
11	4.78 :	4.35	4.53	4.86	5.35		4.46
5	4.73* :	4.31	4.51	4.53	4.75		4.29
20	4.69*# :	4.16	4.44	4.79	4.77		3.77
6	4.64* :	4.23	4.38	4.73	4.69		4.31
3	4.25* :	3.77	3.93	4.32	4.36		4.48
17	3.78*# :	3.35	3.84	3.56	3.46		4.43
16	3.47* :	3.13	3.60	3.16	3.14		3.61
7	3.22 :	2.75	3.01	3.06	3.01		2.61

NOTE: **Overall mean rating (not just combat service).

*Means across all branches differ by more than 1.00.

#Means across Combat Support branches differ by more than 1.00.

Table 16 (continued)

NCO KSA by Branch

KSA#	ALL** :	COMBAT SERVICE SUPPORT						OTHER	
		09 ADP/FINAN/ AD/OCPA	11 ORDNANCE	12 TRANSPOR- TATION	13 CHAPLAIN	14 QUARTER- MASTER	15 MEDICAL	16 AUDIO- VISUAL	17 OTHER
18	6.23 :	6.12	6.21	6.34	6.13	6.11	6.26	6.09	
8	6.05 :	6.08	5.88	5.92	6.21	5.95	6.07	6.03	
19	6.03 :	5.82	6.12	6.19	5.87	5.96	5.88	6.00	
10	5.97 :	6.06	5.65	5.96	6.21	5.92	6.02	5.78	
2	5.82 :	6.01	5.57	5.75	6.28	5.83	5.96	5.87	
1	5.80 :	6.03	5.45	5.63	6.28	5.73	5.87	5.91	
14	5.75 :	5.87	5.58	5.70	6.00	5.73	5.90	5.62	
12	5.70** :	4.93	6.22	6.29	5.11	5.94	5.49	5.53	
4	5.26** :	5.68	5.03	5.18	6.14	5.48	5.29	4.66	
15	5.14 :	5.25	5.11	5.24	4.85	5.33	5.28	4.95	
9	4.96* :	4.85	4.68	4.64	5.05	4.93	4.88	4.77	
13	4.92* :	4.71	4.80	4.99	4.81	5.08	4.82	4.73	
11	4.78 :	4.82	4.40	4.49	5.13	4.81	5.01	4.96	
5	4.73* :	4.92	4.36	4.55	5.19	4.71	5.07	4.87	
20	4.69* :	4.06	4.57	4.63	4.42	4.80	4.59	4.04	
6	4.64* :	4.58	4.70	4.62	4.68	4.91	4.72	4.57	
3	4.25* :	3.80	3.96	4.33	3.80	4.37	3.96	4.26	
17	3.78** :	4.73	3.21	3.37	5.23	4.00	3.89	4.08	
16	3.47** :	4.04	3.22	3.38	4.25	3.93	3.78	3.49	
7	3.22 :	2.79	3.28	3.49	2.93	3.60	3.43	3.57	

NOTE: **Overall mean rating (not just combat service support).

*Means across all branches differ by more than 1.00.

#Means across Combat Service Support branches differ by more than 1.00.

word processing). For the combat service support branches, there were also four KSAs with differences greater than 1.00. However, in this case, no one branch was consistently responsible for the variation.

KSA ratings by type of organization are provided in Table 17. Note that in no cases did the ratings for a KSA differ by more than 1.00. Given the tremendous differences between TOE and TDA organizations noted so far, the considerable agreement in terms of KSAs is surprising.

DISCUSSION

This paper presents the methodology that was developed to identify the leadership portion of the job for Army commissioned and noncommissioned officers and the results that were obtained using this methodology. The methodological approach chosen was a task analysis designed to: (a) encompass both noncommissioned and commissioned officer leadership, (b) allow comparisons across ranks, branches, and type of officer, and (c) be compatible with an existing Army system. The task analysis used an empirically developed leadership task list tailored to Army leadership. The final task list consisted of 560 leadership tasks, divided into 20 individual duty areas. These 20 individual duties can be further organized into four broad areas which provide a framework for conceptualizing Army leadership (see Figure 7).

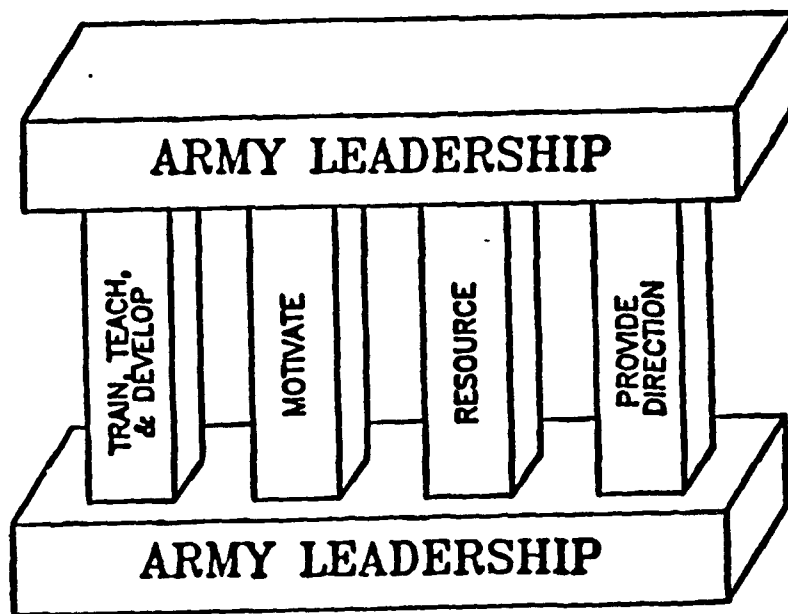


Figure 7. Four Components of Army Leadership

Table 17

NCO KSA by Type of Organization

KSA#	TYPE OF ORGANIZATION		
	ALL :	TOE	TDA
18	6.13 :	6.28	6.24
8	6.05 :	5.96	6.23
19	6.03 :	6.18	5.94
10	5.97 :	5.92	6.07
2	5.82 :	5.70	6.01
1	5.80 :	5.61	6.06
14	5.75 :	5.70	5.92
12	5.70 :	5.85	5.61
4	5.26 :	5.26	5.43
15	5.14 :	5.12	5.28
9	4.96 :	4.81	5.22
13	4.92 :	4.95	4.94
11	4.78 :	4.69	4.96
5	4.73 :	4.66	4.90
20	4.69 :	5.05	4.47
6	4.64 :	4.68	4.68
3	4.25 :	4.46	3.99
17	3.78 :	3.61	4.04
16	3.47 :	3.35	3.66
7	3.22 :	3.24	3.21

NOTE: TOE=Table of Organization and Equipment
TDA=Table of Distribution and Allowances

The central part of the methodology was the development of the leadership task list. The methodology was successful since leadership role/behavioral tasks were generated; field and sponsor consensus for the task list was obtained; a common task list for officers and NCOs across all branches was developed; and the tasks differentiated leadership roles as a function of rank, position, branch, and type of organization.

The results from administering the task analysis instrument to 5,945 noncommissioned officers were presented in this report. The results focus on differences in leadership activities as a function of rank, designated leadership position, branch, and type of organization. Task results were provided both in terms of individual tasks and in terms of patterns across different areas within leadership. Both major findings and a summary of these findings are presented.

In order to facilitate comparison of results between noncommissioned and commissioned officers, the presentation of the results here parallels that found in the commissioned officer report (Steinberg & Leaman, in press-a). However, one important difference is that the commissioned officer report presents many results in terms of both mean "Part of Position" ratings and percent performing whereas the noncommissioned officer report concentrates on percent performing. For NCOs, percent performing was more discriminating. NCOs were selective in indicating which tasks they performed but tended to rate most of the tasks they performed highly.

Below are doctrinal implications of this research, and a discussion of the utilization of the results. Three issues are discussed with respect to doctrinal implications. The results obtained in this research are compared with: (a) the current doctrinal framework of leadership, (b) the commonly accepted concept of sequential and progressive leadership, and (c) current Army doctrine pertaining to preparation for combat.

I. Doctrinal Implications

A. What Leadership Encompasses

The doctrinal definition of leadership, which was the starting point in developing the Leader Requirements task list, was taken from FM 22-100, Military Leadership (Headquarters Department of the Army, 1983). This field manual is currently being updated and the final draft (Headquarters, Department of the Army, 1988a, p. 1-3) expands the definition of leadership, the process of influencing others to accomplish the mission, with: "by providing purpose, direction, and motivation." These three areas are further elaborated as follows:

1. Providing Purpose

- (a) give soldiers reasons why they should do things
- (b) establish priorities
- (c) explain the importance of missions
- (d) focus soldiers on the task

2. Providing Direction

- (a) show what must be done
- (b) establish standards
- (c) train soldiers

3. Providing Motivation

- (a) give the soldiers the will to do everything they can to accomplish the mission
- (b) cause soldiers to use their initiative
- (c) motivate soldiers by caring for them
- (d) challenge soldiers with interesting training
- (e) develop a cohesive team
- (f) reward success
- (g) give soldiers all the responsibility they can handle

Although there is considerable overlap between this formulation of leadership and the functional framework empirically derived in the current Leader Requirements research (shown in Figure 1), the Leader Requirements formulation is larger in scope. Both groupings have two similar major areas: providing direction and providing motivation. However, the provide direction section in the Leader Requirements version includes organizational as well as soldier direction. Although there is no separate providing purpose section in Leader Requirements, the elements under providing purpose in doctrine are included in other sections of Leader Requirements. Thus, points "a" and "c" in providing purpose are included under motivation in the Leader Requirements version. Points "b" and "d" in providing purpose are included in the provide direction section in Leader Requirements.

One additional major area in the Leader Requirements approach is Training, Teaching, and Developing others so that they are able to do what is necessary to accomplish the mission. Note from Figure 1 that it is a much broader area than is the training subsumed under providing direction in the doctrinal approach. It includes training, teaching, developing leaders, and planning and evaluating training. A second additional major area in the Leader Requirements version involves providing resources to facilitate mission accomplishment.

B. Sequential and Progressive Leadership

A commonly accepted concept is the importance of sequential and progressive Army leader development which reflects the changes in requirements at each successive level of leadership. Frequently implied is an orderly sequential and progressive change in the nature of leadership as a function of rank.

In general, the data for the NCOs support the notion of sequential and progressive leadership as a function of rank. The lowest ranks performed the fewest leadership tasks and the higher ranks performed the most. In addition, the tasks performed at the lower ranks are subsets of the tasks performed at the higher ranks. However, interpreting the sequential and progressive pattern as a function of rank masks the effect of leadership position. There is a much greater increase in the number of leadership tasks performed for those NCOs who progress from ASL to SL, PSG, and then to 1SG than for those not in these positions. The NCO position with the most prominent leadership role was 1SG. Thus, NCO leadership does not appear to be strictly sequential with career progression; the best indicator of the amount of leadership required at a given level is the specific leadership position.

C. Preparation for Combat

According to Army doctrine, the Army's basic mission is training "soldiers, leaders, and units to fight and win in combat...All leaders in the Army [need to] understand, attain, sustain, and enforce high standards of combat readiness through tough, realistic multi-echelon combined arms training designed to challenge and develop individuals, leaders, and units" (Headquarters, Department of the Army, 1988b, p. i). However, the data presented here indicate that there is a possible discrepancy between this doctrine and what actually occurs.

Almost 59% of the NCOs reported that very little of their time was spent involved training for war. Even when just those in TOE units were considered, 46% reported that 20% or less of their job involved training for war. When asked about the number of days in the year they expected to train in the field in their current position, 33% of the NCOs responded that they did not expect to train in the field at all. Finally, in comparing their jobs in garrison versus in field training exercises/combat, 31% of the respondents indicated that there was no similarity at all in their jobs for these two settings. Since these data as well as the responses to the tasks are relevant to the issue of targeting training toward attaining and sustaining combat readiness, but not sufficient to draw conclusions, it is suggested that this issue be examined further.

II. Utilization

This research was designed to provide a foundation for updating the content of officer and NCO leadership development programs to reflect current leadership requirements. Intended products from this research were a methodology for leadership task analysis and the identification of leadership behavioral roles. These products could be used for:

- (a) incorporating task analyses for leadership within procedures that already exist for task analyses for the technical part of the job.
- (b) developing a blueprint for leadership development programs that takes into account how leadership tasks change from level to level in the Army.
- (c) determining needed instructional areas not presently addressed, and the levels for which they may be appropriate.
- (d) identifying and addressing similarities and differences in leadership training requirements for different branches.
- (e) determining appropriate time allotted to blocks of leadership instruction.
- (f) identifying possible discrepancies between leadership doctrine and what leaders actually do.

Although this research has just been completed, its products have already begun to be used in some of these anticipated ways. Incorporating task analyses for leadership within procedures that already exist for task analyses for the technical part of the job was already accomplished with the conduct of this research. The Army Occupational Survey Program's (AOSP) system for distributing surveys, monitoring responses, scanning data, and data analysis was used. Further, AOSP has begun to incorporate items from the leadership task list in current occupational surveys. Based upon the responses to the Leader Requirements Survey, AOSP selected the key items for public affairs officers and included them in a task analysis survey for the entire population of public affairs officers.

There also have been a number of uses of these findings for leadership training programs such as in the development of course content, the determination of skill requirements, and the targeting of courses to the appropriate audience. The Task Force for the Precommand Course for Command Sergeants Major used the NCO data to help determine relevant course content. NCO data were used to help identify NCO academic skill requirements (Harman, 1989). Finally, the Civilian Training Directorate and the Civilian Modernization Group are using data from the survey

(indicating which military leaders supervise civilians) to help target the civilian personnel management courses to the right audience.

In addition, because the results from this type of analysis represent what leaders across the Army actually do in their current position, the results have proven to be useful with respect to doctrinal issues. For example:

(a) The Center for Army Leadership has used the results as input for Military Qualification Standards (MQS).

(b) The Chaplaincy Support Agency used the chaplain officer and NCO results as input for recommending policy changes for their enlisted training strategy.

(c) The NCO Leader Development Special Task Force used the NCO data for its final report and recommendations.

(d) The Army Science Board used the NCO results in its final report of the Ad HOC Subgroup on Close Combat (Heavy) Training Strategy for the 1990's (Army Science Board, 1989).

(e) Officer and NCO responses to the family-related tasks were provided to the Army Science Board and the Generals Advisory Group of the Community and Family Support Center.

All of these examples emphasize the usefulness of the methodology and its ability to provide much needed leadership data for many diverse groups within the Army. The task analysis methodology for leadership has been shown to be successful and fully compatible with the Army's occupational survey system. Leadership task analysis data complement the information already collected for the technical part of the job, thereby enabling a more complete understanding of officer and NCO total job requirements.

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Appendix A

**THE ARMY LEADER REQUIREMENTS
TASK ANALYSIS SURVEY**

Turn to Page 3 of Answer Booklet

INSTRUCTIONS FOR SECTION I - BACKGROUND INFORMATION

Question # Instructions

	A	B	C
FORM	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

- 1 Fill in circle B in item 1.
- 2 Do NOT write your own MOS. Instead, write "10B00" and fill in appropriate circles.
- 3 Instead of ASI, select the option below that applies to you in your current position:

<u>A</u> Assistant Squad Leader	<u>F</u> Sergeant Major
<u>B</u> Squad Leader	<u>G</u> Command Sergeant Major
<u>C</u> Platoon Sergeant	<u>H</u> Drill Sergeant
<u>D</u> Master Sergeant	<u>I</u> Instructor
<u>E</u> First Sergeant	<u>J</u> None of the Above

- 4 - 9 Answer questions 4 - 9 as they appear in the booklet.

10 Select your 2-digit Duty Position Code as Follows:

-Find the code that corresponds to your MOS.

-For question #10 in your answer booklet, write this code in the boxes and fill in the corresponding circles.

EXAMPLE: If your MOS is 12E,
your code is 02. →

10 DUTY POSITION CODE (SEE LIST IN SECTION I OF QUESTIONNAIRE)	
<input type="radio"/> 0	<input type="radio"/> 2
<input checked="" type="radio"/> 1	<input type="radio"/> 3
<input type="radio"/> 4	<input checked="" type="radio"/> 5

Choose
this code: If your MOS is one of these:

- 01 INFANTRY/18B: 11B, 11C, 11H, 11M, 18B
- 02 ENGINEER/18C: 00B, 12B, 12C, 12E, 12F, 12Z, 18C, 51B, 51C, 51G, 51H, 51K, 51M, 51R, 51T, 51Z, 52E, 52G, 62E, 62F, 62G, 62H, 62J, 62N, 81B, 82B
- 03 FIELD ARTILLERY: 13B, 13C, 13E, 13F, 13M, 13N, 13R, 13T, 13Z, 15E, 15J, 17B, 17C, 21G, 82C, 93F
- 04 ADA/AD SYS MAINT: 16D, 16E, 16F, 16G, 16H, 16J, 16L, 16P, 16R, 16S, 16T, 16Z, 24C, 24E, 24G, 24M, 24N, 24R, 24S, 24T, 24U, 24W, 25L, 26H

(continued on next page)

Choose
this code: If your MOS is one of
these:

- 05 ARMOR: 19D, 19E, 19K, 19Z
- 06 AUDIO-VISUAL: 25Z, 26T, 41E, 81E, 84B,
84C, 84F, 84T, 84Z
- 07 LAND COMBAT/AD SYS INTERMED MAINT/AMMO:
21L, 22L, 22N, 23N, 23U, 23W, 24H, 24J,
24K, 24L, 24V, 27B, 27C, 27D, 27E, 27F,
27G, 27L, 27M, 27N, 27P, 27Q, 27Z, 46N,
55B, 55D, 55G, 55R, 55X, 55Z
- 08 COMMO/18E: 18E, 26C, 26Q, 29E, 29F, 29G,
29H, 29J, 29M, 29N, 29P, 29S, 29T, 29U,
29V, 29W, 29X, 29Y, 29Z, 31C, 31K, 31M,
31N, 31V, 31Z, 32D, 34C, 34K, 34L, 34T,
34Y, 34Z, 35E, 35H, 35K, 35L, 35M, 35P,
35R, 36C, 36L, 36M, 39B, 72E, 72G,
- 09 ADMIN/BAND/PA/ADP/RECRUITMENT AND
REENLISTMENT: 00E, 00J, 00R, 00U, 02B,
02C, 02D, 02E, 02F, 02G, 02H, 02J, 02K,
02L, 02M, 02N, 02S, 02T, 02U, 02Z, 03C,
71C, 71D, 71E, 71L, 71Q, 71R, 73C, 73D,
73Z, 74D, 74F, 74Z, 75B, 75C, 75D, 75E,
75F, 75Z, 79D
- 10 CHEMICAL: 54C, 54E, 54Z
- 11 MECHANICAL MAINT: 41C, 41J, 44B, 44E,
45B, 45D, 45E, 45G, 45K, 45L, 45N, 45T,
45Z, 52C, 52D, 52F, 52X, 62B, 63B, 63D,
63E, 63G, 63H, 63J, 63N, 63S, 63T, 63W,
63Y, 63Z
- 12 TRANSPORTATION/AIRCRAFT MAINT: 57H, 61B,
61C, 61Z, 64C, 64Z, 66G, 66H, 66J, 66N,
66R, 66S, 66T, 66U, 66V, 66X, 66Y, 67G,
67H, 67N, 67R, 67S, 67T, 67U, 67V, 67X,
67Y, 67Z, 68B, 68D, 68F, 68G, 68H, 68J,
68K, 68M, 71N
- 13 CHAPEL ACTIVITIES SP: 71M
- 14 QM: 43E, 43M, 51N, 57E, 57F, 76C, 76P,
76V, 76W, 76X, 76Y, 76Z, 77F, 77L, 77W,
92C, 94B

(continued on next page)

Choose
this code: If your MOS is one of these:

- 15 MEDICAL/18D: 01H, 18D, 35G, 35U, 42C,
42D, 42E, 76J, 71G, 91A, 91B, 91C, 91D,
91E, 91F, 91G, 91H, 91J, 91L, 91N, 91P,
91Q, 91R, 91S, 91T, 91U, 91V, 91W, 91X,
91Y, 92B, 93E, 94F
- 16 AVIATION OPERATION: 93B, 93D, 93H, 93J,
93P
- 17 LAW ENFORCEMENT: 95B, 95C, 95D
- 18 INTELL: 05D, 05H, 05K, 18F, 33M, 33P,
33Q, 33R, 33T, 33V, 33Z, 96B, 96D, 96F,
96H, 96R, 96Z, 97B, 97E, 97G, 97Z, 98C,
98G, 98J, 98Z
- 19 CSM: 00Z
- 20 None of the above

Answer questions 11 thru 27 as they appear in the answer booklet.

Turn to next page.

INSTRUCTIONS: SECTION II - TASKS

This survey contains a list of leadership tasks that might be performed by Army leaders at different ranks (SGT - CSM and 2LT - COL) and in different branches. No one leader is likely to do all, or even most, of the tasks included in the survey.

The survey IS NOT an evaluation of how well leaders are doing the tasks or of how many tasks they do. The survey items are not necessarily tasks that leaders should or should not do.

- (1) Read all tasks listed in Section II of this survey and decide which tasks YOU DO in YOUR CURRENT DUTY ASSIGNMENT. Please consider:

- Day-to-day work
- On-the-job training
- Unit training
- Training exercises (e.g., ARTEP, PTX)
- Simulations

- (2) If you do NOT perform the task in YOUR CURRENT DUTY ASSIGNMENT, DO NOT RATE IT!

- (3) Rate those tasks you do using the scale below:

1. Insignificant Part of the Job
2. Slightly Significant Part of the Job
3. Somewhat Significant Part of the Job
4. Moderately Significant Part of the Job
5. Quite Significant Part of the Job
6. Highly Significant Part of the Job
7. Extremely Significant Part of the Job

EXAMPLES

Insignificant	● ○ ○ ○ ○ ○ ○
Somewhat Significant	○ ○ ● ○ ○ ○ ○
Highly Significant	○ ○ ○ ○ ○ ● ○
Not Done (No Rating)	○ ○ ○ ○ ○ ○ ○

REMEMBER:

- RATE ONLY TASKS THAT ARE PART OF YOUR CURRENT DUTY ASSIGNMENT.
- Fill in ONLY ONE circle for each task you rate.
- Record your answers beginning on PAGE 7 of the separate Answer Booklet.

SECTION II - TASKS

(Turn to Page 7 in your answer booklet.)

RATE ONLY THOSE TASKS YOU DO

NOTE:Train = to drill in habits; to develop skillTeach = to instruct; to give knowledge

PART OF POSITION

- 1 - INSIGNIFICANT
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A. TRAIN SOLDIERS

- 001 Improve performance of subordinates
- 002 Develop regular habits of maintenance in the unit
- 003 Develop good work habits in soldiers
- 004 Develop well-trained unit/element
- 005 Train soldiers in common soldier tasks
- 006 Train soldiers for the skills required to pass SQTs
- 007 Train soldiers to be technically and tactically proficient
- 008 Train soldiers for front-line combat
- 009 Train soldiers to support others in combat
- 010 Train soldiers to work with a weapons system
- 011 Train soldiers to operate equipment
- 012 Train soldiers to maintain equipment
- 013 Train soldiers to check their own work
- 014 Train soldiers to recognize ethical dimensions of both their decisions and behaviors
- 015 Crosstrain soldiers
- 016 Train soldiers to be instructors
- 017 Train soldiers to work with organized labor unions
- 018 Train soldiers to handle stress
- 019 Train soldiers to do their jobs without supervision
- 020 Train soldiers to meet time requirements
- 021 Train soldiers in marketable civilian skills

B. TEACH SOLDIERS

- 022 Teach soldiers written communication
- 023 Teach soldiers oral communication
- 024 Teach soldiers personal discipline
- 025 Teach soldiers about wills and insurance
- 026 Teach soldiers interpersonal skills
- 027 Teach soldiers problem solving
- 028 Teach soldiers general decision-making strategies
- 029 Teach soldiers tactics
- 030 Teach soldiers about the current world situation
- 031 Teach soldiers about their rights as veterans
- 032 Teach soldiers about legal rights of civilian employees
- 033 Teach enlisted soldiers proper wearing of the Army uniform
- 034 Teach officers proper wearing of the Army uniform
- 035 Teach enlisted soldiers basic military skills
- 036 Teach officers basic military skills
- 037 Teach enlisted soldiers to do their jobs
- 038 Teach officers to do their jobs
- 039 Prepare individuals to appear before review boards

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SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

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C. DEVELOP LEADERS

- 040 Train soldiers in leadership
- 041 Delegate decision-making to subordinates
- 042 Delegate authority to the lowest appropriate level
- 043 Train subordinates to take initiative
- 044 Develop counseling skills of subordinate leaders
- 045 Advise superiors on leadership issues
- 046 Advise subordinate leaders on ways to resolve ethical conflicts
- 047 Increase leadership responsibilities of soldiers returning from leadership training courses
- 048 Rotate subordinates' assignments in order to give them varied experiences
- 049 Provide opportunities for subordinates to lead in your place in garrison
- 050 Provide opportunities for subordinates to lead in your place in the field
- 051 Support decisions of subordinate leaders
- 052 Allow subordinate leaders to learn from their mistakes
- 053 Teach leaders how to inspect
- 054 Establish leader-development policies
- 055 Implement leader-development policies
- 056 Identify potential leaders
- 057 Recommend military training
- 058 Recommend civilian education
- 059 Provide soldiers the opportunity to receive formal training
- 060 Provide time for subordinates to participate in self-development programs

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D. PLAN AND CONDUCT TRAINING

- 061 Determine what should be trained in garrison
- 062 Determine what should be trained in the field
- 063 Determine what should be taught in the classroom
- 064 Write lesson plans
- 065 Design training aids
- 066 Determine the amount of training time
- 067 Develop training schedule
- 068 Incorporate training into ongoing, 24-hour mission
- 069 Coordinate training with partnership unit (i.e., Allied Army unit)
- 070 Coordinate training with roundout units/affiliates (e.g., National Guard, Reserves)
- 071 Plan training programs
- 072 Evaluate training programs
- 073 Evaluate effectiveness of training
- 074 Modify training procedures
- 075 Write ARTEPS
- 076 Conduct individual soldier training
- 077 Conduct team training
- 078 Conduct collective training of units larger than teams
- 079 Conduct hip-pocket training
- 080 Conduct battle drills

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION****PLAN AND CONDUCT TRAINING (continued)**

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- 081 Instruct in a branch school or training center
- 082 Instruct NCO development classes
- 083 Administer SQTs
- 084 Monitor administration of SQTs
- 085 Train by demonstrating how it's done (e.g., demonstrate counseling)
- 086 Monitor instructor/trainer preparation
- 087 Train the trainers
- 088 Evaluate the trainers
- 089 Train people who are the same rank as you
- 090 Train people who are higher in rank than you
- 091 Train people who are lower in rank than you
- 092 Train your own replacement
- 093 Train junior enlisted soldiers
- 094 Train NCOs
- 095 Train officers
- 096 Train civilians
- 097 Train military personnel from other U.S. services (e.g., U.S. Navy)
- 098 Train Allied military personnel
- 099 Train cross-attached units
- 100 Give technical training to subordinates whose MOS/Specialty Area is the same as yours
- 101 Give technical training to subordinates whose MOS/Specialty Area differs from yours
- 102 Supervise technical training of subordinates whose MOS/Specialty Area differs from yours

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION****E. TRAIN IN THE FIELD TO ENTER COMBAT**

103. Lead troops into combat-type situations
104. Lead task force
105. Monitor field training
106. Establish maintenance priorities in the field
107. Monitor logistics in the field
108. Coordinate with adjacent units during combat training
109. Control spread of fear in combat-type situations
110. Enforce the Laws of War (including the Geneva and Hague conventions)
111. Take charge in the absence of instructions from commander
112. In a combat-type situation, assign soldiers to perform in a totally different MOS/specialty area
113. State the mission
114. Ensure mission accomplishment
115. Decide on courses of action for the battleplan
116. Decide on priority targets
117. Obtain operation order
118. Determine how to accomplish the mission
119. Take charge of tactics in the field
120. Direct tactical security in the field
121. Oversee preparation to fire
122. Influence events on the battlefield that are beyond visual range
123. Supervise reconnaissance efforts
124. Organize patrols
125. Provide combat intelligence information
126. Set up command post
127. Prepare the unit to move out
128. Assist commander with maneuver of the unit

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SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

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TRAIN IN THE FIELD TO ENTER COMBAT (continued)

- 129. Position the elements of your unit
- 130. Direct the testing of weapons in the field
- 131. Direct the use of multiple weapon systems
- 132. Ensure that vehicles are refueled
- 133. Dispatch vehicles
- 134. Maintain communication with the next higher headquarters
- 135. Direct communications in the field
- 136. Monitor the radio
- 137. Request indirect fire
- 138. Issue fragmentary orders
- 139. Issue warning orders
- 140. Plan for prompt medical attention for battle casualties
- 141. Oversee evacuation of casualties
- 142. Develop sleep plans for continuous operations
- 143. Enforce sleep plans
- 144. Set meal times
- 145. Assure timely resupply of ammunition and/or food during combat exercises
- 146. Assess battle damage

F. MOTIVATE OTHERS (THE WHAT)

- 147. Motivate subordinates
- 148. Motivate superiors
- 149. Motivate troops to sustain combat-ready teams
- 150. Motivate troops to become more aggressive
- 151. Motivate troops to close with the enemy
- 152. Motivate subordinates to take on special projects with short suspenses

SECTION II - TASKS

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MOTIVATE OTHERS (THE WHAT) - continued

- 153. Motivate soldiers to carry out the mission
- 154. Maintain troop interest in training in garrison
- 155. Increase soldier willingness to take risks in combat
- 156. Keep soldiers motivated under sleep deprivation conditions
- 157. Motivate soldiers who have attitude problems
- 158. Motivate soldiers to reenlist
- 159. Motivate soldiers to perform maintenance

6. MOTIVATE OTHERS (THE HOW)

- 160. Set the example
- 161. Demonstrate Army values
- 162. Demonstrate expertise on weapons subordinates use
- 163. Direct/lead from a forward position in the battle
- 164. Use the authority of the commander
- 165. Foster a positive command climate
- 166. Give your soldiers the best leaders available
- 167. Provide resources needed to fight the battle
- 168. Explain why tasks need to be done
- 169. Give pep talks
- 170. Recognize soldier accomplishments
- 171. Inform unit about why you rewarded an individual
- 172. Encourage competition for Soldier-of-the Month/Quarter/Year
- 173. Provide challenges to keep up motivation
- 174. Develop tasks to relieve boredom
- 175. Distribute details evenly among subordinate units
- 176. Reduce the number of training distractors

SECTION II - TASKS

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MOTIVATE OTHERS (THE HOW) - continued

- 177. Motivate subordinates by helping them with their tasks
- 178. Refrain from doing subordinates' jobs
- 179. Accompany immediate subordinates on unpleasant tasks
- 180. Remain available to immediate subordinates until they finish for the day
- 181. Train subordinates in realistic combat situations/exercises
- 182. In combat/combat-type situations, remain with the element you lead
- 183. Share the hardships with soldiers in the field
- 184. Encourage higher-level leaders to visit troops in the danger area
- 185. Motivate good maintenance by requiring soldiers to stay with vehicles until they work
- 186. Conduct inspections
- 187. Brief the unit on its strengths
- 188. Brief the unit on its weaknesses
- 189. On daily basis, have face-to-face contact with immediate subordinates
- 190. Coach subordinates on career development
- 191. Arrange for soldiers to get time off
- 192. Obtain input from subordinates for SOPs
- 193. Monitor remedial PT
- 194. Eat chow with subordinates
- 195. Give detailed guidance to get the task done
- 196. Require subordinates to maintain military bearing and appearance in the field
- 197. Promote a unit theme which states desired goals
- 198. Read inspirational history to troops at formation
- 199. Prepare written motivational materials
- 200. Act as a mediator in disputes
- 201. Identify potential suicides

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

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H. DEVELOP UNIT COHESION

- 202. Train all of your unit members together
- 203. Hold group planning sessions with subordinates
- 204. Hold group problem-solving sessions with subordinates
- 205. Hold formations
- 206. Position unit facilities together (e.g., barracks, orderly room, etc.)
- 207. Promote the concept of cohort units
- 208. Reward the unit
- 209. Encourage subordinates to set standards higher than required
- 210. Encourage the unit to critique its own performance
- 211. Ask subordinate leaders what should be trained
- 212. Obtain subordinate input to clarify unit goals
- 213. Assign new soldiers to train with experienced buddy pairs
- 214. Encourage members of the group to rely on one another
- 215. Upgrade informal leaders to legitimate leader positions
- 216. Encourage informal leaders to help others obtain unit objectives
- 217. Develop close working relationships with subordinates
- 218. Spend free time with people in the unit
- 219. Act as "father figure" to subordinates
- 220. Act as a buffer between superior and subordinates
- 221. Act as a buffer between enlisted and officers
- 222. Require attendance at military ceremonies (e.g., parades, award ceremonies)
- 223. Attend ceremonies for subordinates
- 224. Conduct memorial services for unit's dead
- 225. Visit troops in stockade
- 226. Assess the climate of the unit
- 227. Set unit climate

PART OF POSITION

SECTION II - TASKS

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DEVELOP UNIT COHESION (continued)

- 228. Monitor unit cohesion
- 229. Identify sources of discontent
- 230. Dispel rumors
- 231. Talk to subordinates about causes for low morale in the unit
- 232. Resolve conflicts among the troops
- 233. Establish procedures for reception/integration of newcomers
- 234. Inform newcomers of the priorities of the unit
- 235. Initiate hail-and-farewell
- 236. Encourage emphasis on unit symbols (e.g., emblems, customs, songs, motto)
- 237. Familiarize the soldier with the history of the unit
- 238. Promote shared values as a basis for acceptance by unit members
- 239. Promote shared unit standards as a basis for unit membership
- 240. Instill belief that your unit is better than other units
- 241. Communicate the unit mission
- 242. Align individual and unit goals
- 243. Make the soldier feel needed by the unit
- 244. Encourage soldiers to join military associations (e.g., AUSA, NCOA, branch associations)
- 245. Provide opportunities for the unit to compete against other units
- 246. Encourage organization of unit sports teams
- 247. Schedule time during the duty day for sports practice
- 248. Organize prayer breakfast
- 249. Arrange unit social functions (picnics, group outings)
- 250. Welcome the soldier's family into the unit
- 251. Arrange gatherings with troops and their families
- 252. Develop bonds among families in the unit
- 253. Encourage attendance at dining out

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I . REWARD AND DISCIPLINE SUBORDINATES

- 254. Tell soldiers when they are performing well
- 255. Give formal positive counseling statements
- 256. Tell subordinates what their reward will be for doing a good job
- 257. Issue certificates of achievement
- 258. Write letters of appreciation to recognize subordinates' performance
- 259. Recommend subordinates for promotion
- 260. Recommend awards for soldiers
- 261. Recommend awards for civilians
- 262. Approve recommendations for awards
- 263. Request time off for a soldier
- 264. Make the decision to give a soldier time off
- 265. Dismiss subordinates before the end of the duty day if they have finished their work
- 266. Reward achievements by giving more responsibility
- 267. Give inexpensive mementos
- 268. Allow extra privileges
- 269. Counsel subordinates about potential disciplinary action
- 270. Recommend disciplinary actions
- 271. Decide on disciplinary actions
- 272. Discipline subordinates for inappropriate behavior
- 273. Report discipline problems to superiors
- 274. Administer punishments under UCMJ
- 275. Initiate administrative actions (e.g., Article 15s)
- 276. Administer Article 15s
- 277. Initiate court martial proceedings
- 278. Conduct court martial proceedings
- 279. Give verbal reprimand

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION****REWARD AND DISCIPLINE SUBORDINATES (continued)**

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- 280. Draft letter of reprimand
- 281. Assign extra training/corrective training
- 282. Discipline civilian personnel
- 283. Recommend that supervisors award/discipline civilians

J. TAKE CARE OF SOLDIERS

- 284. Foster a supportive, caring environment
- 285. Ensure that subordinates follow good health/hygiene practices in garrison
- 286. Ensure that subordinates follow good health/hygiene practices in field
- 287. Ensure that rations are issued
- 288. Teach soldiers to be self-sufficient
- 289. Teach soldiers to be socially responsible
- 290. Teach soldiers about sexually transmitted diseases
- 291. Ensure that soldiers' personal property is secure prior to their going to the field
- 292. Promote physical fitness
- 293. Assist subordinates with their personal problems
- 294. Advise subordinates on how to deal with spouses
- 295. Conduct "We Care Day" for dependents
- 296. Ensure that spouses are aware of schedule for upcoming FTXs
- 297. Respond to concerns of soldiers' parents
- 298. Take care of soldier pay problems
- 299. Make appointments for soldiers with finance
- 300. Personally hand pay voucher to all subordinates
- 301. Provide survivor benefits information to soldiers/families
- 302. Act as credit reference for subordinates

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TAKE CARE OF SOLDIERS (continued)

- 303. Act as sponsor for newly-arrived soldiers
- 304. Avoid fraternization with female soldiers
- 305. Avoid fraternization with male soldiers
- 306. Discourage fraternization
- 307. Ensure the absence of sexual harassment
- 308. Enforce crime-prevention procedures
- 309. Check on chow line
- 310. Prepare subordinates for promotions
- 311. Facilitate soldier outprocessing
- 312. Identify and promote individual subordinate's interests (e.g., sports, hobbies)
- 313. Provide time for subordinates to do personal errands (e.g., haircut)
- 314. Provide soldiers rides/transportation
- 315. Drive drunk subordinates home
- 316. Arrange to get soldiers out of jail

K. MANAGE RESOURCES

- 317. Manage time
- 318. Manage people/manpower
- 319. Manage information
- 320. Manage things (money, supplies, equipment, etc.)
- 321. Conduct crisis management (put out fires)
- 322. Solve each problem in order of priority
- 323. Decide on changes in scheduled activities
- 324. Determine time soldiers are dismissed for the day
- 325. Seek ways to improve productivity

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

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MANAGE RESOURCES (continued)

- 326. Recruit specific personnel to request assignment to your unit
- 327. Requisition personnel assigned to the post for your unit
- 328. Select subordinates who are proven fighters/varriors/heroes
- 329. Select/hand-pick your subordinates
- 330. Select/hand-pick technical experts for the unit
- 331. Screen acceptance of incoming personnel
- 332. Approve placement of new personnel
- 333. Make duty assignments for enlisted personnel
- 334. Make duty assignments for officers
- 335. Recommend compassionate reassignment or hardship discharge
- 336. Assign enlisted personnel to work outside their MOS
- 337. Delegate life-threatening tasks
- 338. Determine your own responsibilities
- 339. Task units to fill details
- 340. Assign additional duties (e.g., security, EEO, arms room)
- 341. Assign individual soldiers to details (e.g., painting barracks, raking)
- 342. Develop Order of Merit List (OML)
- 343. Hire civilian personnel
- 344. Develop job descriptions for civilian personnel
- 345. Allocate funds to units
- 346. Allocate funds within the unit
- 347. Advise on collecting money for functions
- 348. Gather information needed to do the job right
- 349. Write articles for military journals
- 350. Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)

SECTION II - TASKS

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MANAGE RESOURCES (continued)

- 351. Monitor/delegate activities that must be integrated
- 352. Monitor/control POL allocation
- 353. Update war plans for the region
- 354. Ensure that needed equipment/material is available
- 355. Use statistics to assess how well unit is performing
- 356. Monitor property management of the unit

L. PERFORM/SUPERVISE ADMINISTRATIVE FUNCTIONS

- 357. Supervise administrative services
- 358. Organize office staff
- 359. Ensure that subordinates use complete/up-to-date manuals
- 360. Submit after-action reports
- 361. Establish SOPs for your unit
- 362. Develop SOPs to be used by other units
- 363. Revise SOPs
- 364. Approve SOPs
- 365. Develop emergency preparedness and evacuation plans
- 366. Administer Soldier-of-the-Month/Quarter/Year board
- 367. Administer promotion boards
- 368. Ensure personnel follow proper procedures in filling out paperwork
- 369. Edit and proofread written materials
- 370. Supervise completion of reports
- 371. Write status reports
- 372. Write technical reports
- 373. Write letters of instruction

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PERFORM/SUPERVISE ADMINISTRATIVE FUNCTIONS (continued)

- 374. Write staff studies
- 375. Write soldiers' manuals
- 376. Write information papers
- 377. Write regulations
- 378. Update regulations
- 379. Decide where to route task requests
- 380. Approve paperwork for your unit
- 381. Process soldiers for elimination
- 382. Approve requests for civilian personnel actions

M. COORDINATE WITH OTHERS OUTSIDE THE UNIT

- 383. Respond to the needs of other units
- 384. Coordinate drug and alcohol counseling programs with outside agencies
- 385. Coordinate unit activities with other types of units
- 386. Integrate different types of units into the mission
- 387. Coordinate with other branches within the Army
- 388. Coordinate with other U.S. military services (e.g., Air Force, Navy)
- 389. Coordinate activities with military services of other countries
- 390. Coordinate supervision of Allied personnel with Allied military leader counterpart
- 391. Recognize Allied country military codes/customs
- 392. Develop contacts with organizations outside the Army
- 393. Develop network with others throughout the Army
- 394. Perform duties of safety officer
- 395. Perform duties of health and services liaison officer
- 396. Perform duties of community public relations liaison officer

SECTION II - TASKS

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COORDINATE WITH OTHERS OUTSIDE THE UNIT (continued)

- 397. Perform duties of liaison with NATO
- 398. Perform duties of liaison with government of the country to which you are assigned
- 399. Perform duties of a community commander (OCONUS)
- 400. Coordinate work with civilian specialists
- 401. Participate in contract negotiations with labor unions
- 402. Develop rapport with the civilian community

N. SUPERVISE OTHERS

- 403. Supervise U.S. soldiers
- 404. Supervise Allied soldiers
- 405. Supervise U.S. civilians
- 406. Supervise non-U.S. civilians overseas
- 407. Supervise male soldiers
- 408. Supervise female soldiers
- 409. Supervise personnel attached to the unit
- 410. Supervise personnel assigned to another unit
- 411. Supervise soldiers who supervise others
- 412. Supervise subordinates who are older than you
- 413. Supervise subordinates who are more experienced than you
- 414. Supervise subordinates who have more education than you
- 415. Supervise subordinates who are not highly motivated
- 416. Supervise subordinates on different shifts
- 417. Supervise civilians who are retired military
- 418. Supervise subordinates in a variety of MOS/Specialty Areas
- 419. Supervise soldiers, most of whom live on post
- 420. Supervise soldiers, most of whom live off post

PART OF POSITION

SECTION II - TASKS

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SUPERVISE OTHERS (continued)

- 421. Supervise soldiers stationed 60 or more miles away
- 422. Supervise a greater number of civilians than military

D. MAINTAIN 2-WAY INFORMATION EXCHANGE WITH SUBORDINATES

- 423. Establish communication channels
- 424. Encourage upward communication
- 425. Encourage downward communication
- 426. Encourage subordinates to provide positive feedback
- 427. Encourage subordinates to provide constructive criticism
- 428. Evaluate communication channels
- 429. Communicate with subordinates primarily by radio and/or telephone
- 430. Tell subordinates what their critical tasks are
- 431. Tell subordinates daily what their tasks are
- 432. Provide subordinates with guidelines to follow
- 433. Communicate the intent of the commander
- 434. Conduct meetings
- 435. Conduct close to 100% formations
- 436. Give information briefings
- 437. Keep soldiers informed about the current situation
- 438. Write operation orders
- 439. Make sure that subordinates backbrief operations orders
- 440. Check that bulletin boards are current
- 441. Act as senior advisor
- 442. Ask subordinates to teach you what you don't know
- 443. Enforce carrying instruction cards (reminders about what to do in particular situations)

SECTION II - TASKS

****RATE ONLY THOSE TASKS YOU DO****

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

P. MAINTAIN 2-WAY INFORMATION EXCHANGE WITH SUPERIORS

- 444. Provide positive feedback to higher-ranked individuals
- 445. Provide constructive criticism to individuals one rank higher
- 446. Provide constructive criticism to individuals two ranks higher
- 447. Provide constructive criticism to individuals more than two ranks higher
- 448. Provide superiors with information about the enemy situation
- 449. Explain the "why" of things to higher-ranked individuals
- 450. Make on-the-spot corrections to higher-ranked individuals
- 451. Backbrief operation orders
- 452. Act as the commander's "eyes and ears"
- 453. Keep the commander informed about people-problems
- 454. Make presentations at decision briefings
- 455. Influence the philosophy of the commander
- 456. Convince the commander to change the SOP
- 457. Advise higher-ranked leaders from other US/foreign services
- 458. Represent the soldiers to the commander
- 459. Provide input to inspectors from higher headquarters
- 460. On a regular basis, respond to direct taskings from several individuals

Q. MONITOR AND EVALUATE PERFORMANCE

- 461. Monitor tasks being performed at the same time at different locations :
- 462. Monitor rear detachment organization
- 463. Check equipment of subordinates
- 464. Monitor troop appearance
- 465. Monitor safety practices in subordinate leader's units
- 466. Monitor maintenance in subordinate leaders' units
- 467. Monitor quarters/barracks in subordinate leader's unit
- 468. Inspect immediate subordinates' living quarters

PART OF POSITION

SECTION II - TASKS

RATE ONLY THOSE TASKS YOU DO

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

MONITOR AND EVALUATE PERFORMANCE (continued)

- 469. Check that subordinates are at their appointed place of duty
- 470. Check that subordinates accomplish assigned tasks
- 471. Monitor subordinates as they do technical tasks
- 472. Keep job books (or the equivalent) for subordinates
- 473. Identify soldiers who need special training to increase competence
- 474. Conduct external evaluations/inspections
- 475. Conduct courtesy evaluations/inspections
- 476. Conduct health and welfare inspections
- 477. Conduct safety inspections
- 478. Administer drug abuse screening procedures
- 479. Determine whether a unit drug problem exists
- 480. Evaluate group performance
- 481. Act as observer/controller for field exercises
- 482. Conduct after action reviews (AARs)
- 483. Develop technical tests to assess soldier performance (e.g., identification of vehicles)
- 484. Assess whether overall unit mission is being accomplished
- 485. Evaluate group/unit readiness for combat
- 486. Inspect work upon its completion by subordinates
- 487. Inspect after your subordinate leaders inspect
- 488. Check with people who rely on the work/products of your subordinates
- 489. Approve work of subordinates based upon reports of others
- 490. Evaluate individual soldier performance against established standards
- 491. Assess potential of subordinates
- 492. Write EERs
- 493. Write OERs

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

MONITOR AND EVALUATE PERFORMANCE (continued)

- 494. Write civilian performance appraisals
- 495. Review performance ratings
- 496. Endorse performance ratings
- 497. Act as second-level signer for evaluations (OERs, GPASs, etc.)
- 498. Serve on selection and/or promotion boards

R. CONDUCT COUNSELING

- 509. Counsel male soldiers on their performance
- 500. Counsel female soldiers on their performance
- 501. Counsel civilians on their performance
- 502. Document performance problems of subordinates
- 503. Write counseling statements
- 504. Communicate performance standards to subordinates
- 505. Counsel soldiers on wearing the proper uniform
- 506. Counsel soldiers on observing posted directives
- 507. Counsel soldiers on military courtesy
- 508. Counsel subordinate leaders on correcting their subordinates
- 509. Make on-the-spot corrections
- 510. Give reception and integration counseling
- 511. Advise spouses of soldiers
- 512. Explain the soldiers' jobs to their families
- 513. Counsel soldiers on family problems
- 514. Counsel soldiers on finances
- 515. Counsel soldiers on child abuse
- 516. Counsel soldiers on spouse abuse
- 517. Counsel soldiers on their careers

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION****CONDUCT COUNSELING (continued)**

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

- 518. Counsel soldiers on alcohol abuse
- 519. Counsel soldiers on drug abuse
- 520. Counsel soldiers against smoking
- 521. Identify soldiers who may have undisclosed personal problems
- 522. Refer soldiers to other counselors

S. ESTABLISH DIRECTION OF YOUR UNIT/ELEMENT

- 523. Lead the unit/element without much direct supervision
- 524. Establish the mission for the subordinate unit
- 525. Communicate mission purpose
- 526. Establish short-term unit/element objectives
- 527. Establish long-term unit/element goals
- 528. Establish standards for your unit/element
- 529. Clarify standards for your unit/element
- 530. Enforce standards for your unit/element
- 531. Identify alternative courses of action
- 532. Determine how to accomplish the mission according to doctrine
- 533. Determine the critical tasks of the overall mission
- 534. Determine task milestones
- 535. Ensure readiness of your unit/element

T. PROVIDE INPUT FOR THE DIRECTION OF THE LARGER ORGANIZATION

- | | PART OF POSITION |
|--|----------------------------|
| 536. Determine goals of the larger organization | 1 - INSIGNIFICANT |
| 537. Periodically reassess goals of the larger organization | 2 - SLIGHTLY SIGNIFICANT |
| 538. Determine organizational priorities | 3 - SOMEWHAT SIGNIFICANT |
| 539. Determine philosophy of the organization | 4 - MODERATELY SIGNIFICANT |
| 540. Create the vision of the organization | 5 - QUITE SIGNIFICANT |
| 541. Suggest the Army theme of the year | 6 - HIGHLY SIGNIFICANT |
| 542. Make policy decisions | 7 - EXTREMELY SIGNIFICANT |
| 543. Write doctrine | |
| 544. Provide general direction for organizational planning | |
| 545. Design an organizational planning system | |
| 546. Determine values of the organization | |
| 547. Write policies to make organizational values operational | |
| 548. Structure the organization | |
| 549. Designate organizational relationships | |
| 550. Determine force structure required to satisfy tactical planning | |
| 551. Coordinate/integrate subsystems in the organization | |
| 552. Integrate organizational programs with objectives | |
| 553. Create combined arms teams | |
| 554. Integrate combined arms teams with logistics and support functions | |
| 555. Participate in design of combat-ready force for joint military operations | |
| 556. Design organizational information systems | |
| 557. Design organizational chain of communication | |
| 558. Establish the level at which decisions are made | |
| 559. Advise the staff | |
| 560. Assess the general political climate in other countries | |

Turn to PAGE 16 of your answer booklet.

SECTION III - DUTY POSITION REQUIREMENTS (Turn to Page 16 of your answer booklet)

USE THE FOLLOWING SCALE FOR QUESTIONS NO. 001 through 020:

1. Not important
 2. Of little importance
 3. Somewhat important
 4. Moderately important
 5. Quite important
 6. Very important
 7. Extremely important
-

How IMPORTANT are the following to your CURRENT JOB?

- 001 Knowledge of grammar
- 002 Knowledge of spelling
- 003 Knowledge of national current events
- 004 Knowledge of military correspondence
- 005 Knowledge of military protocol
- 006 Knowledge of organizational structure of the Army
- 007 Knowledge of survey-design procedures
- 008 Ability to speak effectively/clearly
- 009 Ability to deliver talks before large audiences
- 010 Ability to listen effectively/actively
- 011 Ability to develop rapport in interviews
- 012 Ability to read technical manuals
- 013 Ability to read aloud clearly/fluentlly
- 014 Ability to communicate effectively in writing
- 015 Ability to analyze data
- 016 Ability to use computers for statistical analyses
- 017 Ability to use use computers for word processing
- 018 Ability to make decisions
- 019 Technical and tactical proficiency
- 020 Ability to develop cohesive units/elements

021 To which slot are you NOV assigned:

1. A slot at my grade level
2. One slot below my grade level
3. One slot above my grade level
4. Two slots above my grade level
5. Don't know

022 How many immediate subordinates do you supervise directly?
(Do NOT count the subordinates of those you supervise.)

1. none
2. 1 to 5
3. 6 to 10
4. 11 to 15
5. 16 to 20
6. 21 to 25
7. 26 or more

023 IN YOUR CURRENT POSITION, which of the following is your primary mission?

1. Combat
2. Combat support
3. Combat service support
4. Not sure

024 On the average, how many hours a day are you on duty?

1. 5 or less
2. 6 to 7
3. 8 to 9
4. 10 to 11
5. 12 to 13
6. 14 to 15
7. 16 or more

025 In your current position, how many days in a year would you expect to train in the field?

1. 0 days
2. 1 - 5 days
3. 6 - 20 days
4. 21 - 36 days
5. 37 - 100 days
6. 101 - 199 days
7. 200 or more days

026 In your current position, how similar are the tasks you perform in garrison to those you perform in field-training exercises/combat?

1. Not similar at all
2. Slightly similar
3. Moderately similar
4. Extremely similar
5. Exactly the same

027 In your opinion, how much of your immediate subordinates' jobs do you have to be able to do in order to do your own job well?

1. 0%
2. 1% - 20%
3. 21% - 40%
4. 41% - 60%
5. 61% - 80%
6. 81% - 100%

028 How adequate was the Army's formal school training in leadership in preparing you to lead?

1. I did not receive any Army formal training in leadership
2. Not adequate
3. Slightly adequate
4. Moderately adequate
5. Highly adequate

USE THE FOLLOWING SCALE FOR QUESTIONS NO. 029 through 038:

1. Yes
 2. No
 3. Don't know
-

029 Have you ever participated in training exercises at the National Training Center (NTC) at Fort Irvin, California?

030 Are you currently in a staff position (as opposed to a line position)?

031 Are you currently a commander?

032 Are you currently authorized to wear a green leadership tab?

033 Is the mission of your unit to provide formal training for others in the Army?

034 Are you an instructor in a training unit?

035 Currently, is there an Army NCO responsible for developing your individual leadership ability?

036 Currently, is there an Army officer responsible for developing your individual leadership ability?

037 Currently, is there a DA civilian responsible for developing your individual leadership ability?

038 Are you currently assigned to a COHORT unit?

039 What is the MOST time you allow an immediate subordinates to work on assigned tasks before reporting back to you?

1. less than 1 hour
2. more than 1 hour, but less than 1 day
3. more than 1 day, but less than 1 week
4. more than 1 week, but less than 1 month
5. 1 to 5 months
6. 6 to 12 months
7. More than 1 year

USE THE FOLLOWING SCALE TO ANSWER QUESTIONS NO. 040 through 048:

1. 0%
2. 1% to 20%
3. 21% to 40%
4. 41% to 60%
5. 61% to 80%
6. 81% to 100%

NOTE:

Answer each question separately. (A total of 100% is not expected. Some questions may overlap.)

-In your opinion, about what percent of your job involves doing tasks that are:

040 technical?

041 conceptual (related to ideas and information)?

042 interpersonal (related to people)?

-In your opinion, about what percent of your time is spent:

043 leading?

044 managing?

045 training for war?

046 performing administrative duties?

047 performing tasks not directly assigned?

048 setting the example?

Below are questions about 3 kinds of planning you do on your job:

- short-term planning
- long-term planning
- planning during training in combat-type situations

SHORT-TERM planning

049 For short-term planning, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. Decades

050 For short-term planning, how many of these minutes, hours, days, weeks, etc. do you plan? (See question #49 above.) For example, if you plan ahead for days, how many days ahead do you plan?)

1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7 or more

LONG-TERM planning:

051 Now, think about the LONGEST time you normally are required to plan ahead in your current job. For this long-term planning, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. Decades

052 For this long-term planning, how many of these minutes, hours, days, weeks, etc. do you plan ahead? (See question #51, above.)

1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7 or more

Planning DURING TRAINING IN COMBAT-TYPE SITUATIONS:

053 For planning during training in combat-type situations, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. I do not participate in this type of training.

054 During training in combat-type situations, how many of these minutes, hours, days, weeks, etc. do you plan ahead? (See question #45, above).

1. 1
 2. 2
 3. 3
 4. 4
 5. 5
 6. 6 or more
 7. I do not participate in this type of training
-

Please read ALL the instructions on this page.

1. On the following pages is a list of MOS. Do NOT answer more than one question. Only select the one choice that corresponds to your CURRENT DUTY MOS.
2. Look through the list of MOS until you find your CURRENT DUTY MOS. When you have found your CURRENT DUTY MOS, look across to the Question # and Circle columns to determine which question # and circle correspond to your MOS.
3. Now look at page 16 of your answer booklet and locate this Question #.
4. When you have found this Question #, fill in the circle which has the same number as the circle you found in Step 2 above.

FOR EXAMPLE, if your current duty MOS is 19K, then you would:

- (1) look down the list of MOS until you found 19K on page 33,
- (2) look across to the Question # and Circle columns to find Question #065, Circle 1,
- (3) look at page 16 of your answer booklet and find Question #065,
- (4) fill in circle number 1 because it corresponds to the circle you found in step 2: 065 ● ① ② ③ ④ ⑤ ⑥ ⑦

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

00B	055	1
00D	055	2
00E	055	3
00J	055	4
00R	055	5
00U	055	6
00Z	055	7
01H	056	1
02B	056	2
02C	056	3
02D	056	4
02E	056	5
02F	056	6
02G	056	7
02H	057	1
02J	057	2
02K	057	3
02L	057	4
02M	057	5
02N	057	6
02S	057	7

(continued)

IF YOUR CURRENT

DUTY MOS IS:

THEN FILL IN

QUESTION #

CIRCLE:

02T	058	1
02U	058	2
02Z	058	3
03C	058	4
05D	058	5
05H	058	6
05K	058	7
11B	059	1
11C	059	2
11H	059	3
11M	059	4
12B	059	5
12C	059	6
12E	059	7
12F	060	1
12Z	060	2
13B	060	3
13C	060	4
13E	060	5
13F	060	6
13M	060	7
13N	061	1
13R	061	2
13T	061	3
13Z	061	4
15E	061	5
15J	061	6
16D	061	7
16E	062	1
16F	062	2
16G	062	3
16H	062	4
16J	062	5
16L	062	6
16P	062	7
16R	063	1
16S	063	2
16T	063	3
16Z	063	4
17B	063	5
17C	063	6
18B	063	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

18C	064	1
18D	064	2
18E	064	3
18F	064	4
18Z	064	5
19D	064	6
19E	064	7
19K	065	1
19Z	065	2
21G	065	3
21L	065	4
22L	065	5
22N	065	6
23N	065	7
23U	066	1
23W	066	2
24C	066	3
24E	066	4
24G	066	5
24H	066	6
24J	066	7
24K	067	1
24L	067	2
24M	067	3
24N	067	4
24R	067	5
24S	067	6
24T	067	7
24U	068	1
24V	068	2
24W	068	3
25L	068	4
25Z	068	5
26C	068	6
26H	068	7
26Q	069	1
26T	069	2
27B	069	3
27C	069	4
27D	069	5
27E	069	6
27F	069	7

(continued)

IF YOUR CURRENT**THEN FILL IN****DUT. MOS IS:****QUESTION #****CIRCLE:**

27G	070	1
27L	070	2
27M	070	3
27N	070	4
27P	070	5
27Q	070	6
27Z	070	7
29E	071	1
29F	071	2
29G	071	3
29H	071	4
29J	071	5
29M	071	6
29N	071	7
29P	072	1
29S	072	2
29T	072	3
29U	072	4
29V	072	5
29W	072	6
29X	072	7
29Y	073	1
29Z	073	2
31C	073	3
31K	073	4
31M	073	5
31N	073	6
31V	073	7
31Z	074	1
32D	074	2
33M	074	3
33P	074	4
33Q	074	5
33R	074	6
33T	074	7
33V	075	1
33Z	075	2
34C	075	3
34K	075	4
34L	075	5
34T	075	6
34Y	075	7

(continued)

IF YOUR CURRENT**THEN FILL IN****DUTY MOS IS:****QUESTION #****CIRCLE:**

34Z	076	1
35E	076	2
35G	076	3
35H	076	4
35K	076	5
35L	076	6
35M	076	7
35P	077	1
35R	077	2
35U	077	3
36C	077	4
36L	077	5
36M	077	6
39B	077	7
41B	078	1
41C	078	2
41E	078	3
41J	078	4
42C	078	5
42D	078	6
42E	078	7
43E	079	1
43M	079	2
44B	079	3
44E	079	4
45B	079	5
45D	079	6
45E	079	7
45G	080	1
45K	080	2
45L	080	3
45N	080	4
45T	080	5
45Z	080	6
46N	080	7
51B	081	1
51C	081	2
51G	081	3
51H	081	4
51K	081	5
51M	081	6
51R	081	7

(continued)

IF YOUR CURRENT

THEN FILL IN

DUTY MOS IS:

QUESTION #

CIRCLE:

51T	082	1
51Z	082	2
52C	082	3
52D	082	4
52E	082	5
52F	082	6
52G	082	7
52X	083	1
54C	083	2
54E	083	3
54Z	083	4
55B	083	5
55D	083	6
55G	083	7
55R	084	1
55X	084	2
55Z	084	3
57E	084	4
57F	084	5
57H	084	6
61E	084	7
61C	085	1
61Z	085	2
62B	085	3
62E	085	4
62F	085	5
62G	085	6
62H	085	7
62J	086	1
62N	086	2
63B	086	3
63D	086	4
63E	086	5
63G	086	6
63H	086	7
63J	087	1
63N	087	2
63S	087	3
63T	087	4
63W	087	5
63Y	087	6
63Z	087	7

(continued)

IF YOUR CURRENTTHEN FILL INDUTY MOS IS:QUESTION #CIRCLE:

64C	088	1
64Z	088	2
65B	088	3
65D	088	4
65E	088	5
65F	088	6
65G	088	7
65H	089	1
65J	089	2
65K	089	3
65Z	089	4
66G	089	5
66H	089	6
66J	089	7
66N	090	1
66R	090	2
66S	090	3
66T	090	4
66U	090	5
66V	090	6
66X	090	7
66Y	091	1
67G	091	2
67H	091	3
67N	091	4
67R	091	5
67S	091	6
67T	091	7
67U	092	1
67V	092	2
67X	092	3
67Y	092	4
67Z	092	5
68B	092	6
68D	092	7
68F	093	1
68G	093	2
68H	093	3
68J	093	4
68K	093	5
68M	093	6
71C	093	7

(continued)

IF YOUR CURRENT

DUTY MOS IS:

THEN FILL IN

QUESTION #

CIRCLE:

71D	094	1
71E	094	2
71G	094	3
71L	094	4
71M	094	5
71N	094	6
71Q	094	7
71R	095	1
72E	095	2
72G	095	3
73C	095	4
73D	095	5
73Z	095	6
74D	095	7
74F	096	1
74Z	096	2
75B	096	3
75C	096	4
75D	096	5
75E	096	6
75F	096	7
75Z	097	1
76C	097	2
76J	097	3
76P	097	4
76V	097	5
76X	097	6
76Y	097	7
76Z	098	1
77F	098	2
77L	098	3
77W	098	4
79D	098	5
81B	098	6
81C	098	7
81E	099	1
81Q	099	2
81Z	099	3
82B	099	4
82C	099	5
82D	099	6
83E	099	7

(continued)

IF YOUR CURRENTTHEN FILL INDUTY MOS IS:QUESTION #CIRCLE:

83F	100	1
84B	100	2
84C	100	3
84F	100	4
84T	100	5
84Z	100	6
91A	100	7
91B	101	1
91C	101	2
91D	101	3
91E	101	4
91F	101	5
91G	101	6
91H	101	7
91J	102	1
91L	102	2
91N	102	3
91P	102	4
91Q	102	5
91R	102	6
91S	102	7
91T	103	1
91U	103	2
91V	103	3
91W	103	4
91X	103	5
91Y	103	6
92B	103	7
92E	104	1
93D	104	2
93F	104	3
93H	104	4
93J	104	5
93P	104	6
94B	104	7
94F	105	1
95B	105	2
95C	105	3
95D	105	4
96B	105	5
96D	105	6
96F	105	7

(continued)

IF YOUR CURRENT**THEN FILL IN****DUTY MOS IS:****QUESTION #****CIRCLE:**

96H	106	1
96R	106	2
96Z	106	3
97B	106	4
97E	106	5
97G	106	6
97Z	106	7
98C	107	1
98G	107	2
98J	107	3
98Z	107	4
None of the above	107	5

- o NOW TURN TO PAGE 20 OF YOUR ANSWER BOOKLET.
- o ANSWER THE 2 QUESTIONS ON THIS PAGE.

THANK YOU FOR COMPLETING THIS SURVEY.

(The remaining sections of your answer booklet are not applicable to this survey.)

APPENDIX B

NONCOMMISSIONED OFFICERS MEAN RANK-CRITICAL RATINGS (FOR STABLE TASKS)

CRITICAL TASKS (i.e., mean significance rating = or > 5, for 1 or more ranks)
THAT ARE RELATIVELY STABLE ACROSS RANKS (i.e., means differ by < 1.00)

Global Duty A: TRAIN, TEACH, & DEVELOP (Duties A-E, 146 tasks)			Mean "Part of Position" rating					
Task #	Task	ALL	:	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
A1	1 Improve performance of subordinates	5.57	:	5.20	5.47	5.67	5.83	5.93
A3	3 Develop good work habits in soldiers	5.57	:	5.33	5.56	5.64	5.75	5.69
A7	7 Train soldiers to be technically and tactically proficient	5.55	:	5.26	5.64	5.69	5.59	5.64
A20	20 Train soldiers to meet time requirements	5.44	:	5.28	5.38	5.45	5.59	5.71
A19	19 Train soldiers to do their jobs without supervision	5.43	:	5.27	5.39	5.47	5.53	5.64
A13	13 Train soldiers to check their own work	5.42	:	5.20	5.46	5.51	5.44	5.58
A4	4 Develop well-trained unit/element	5.40	:	4.94	5.17	5.54	5.80	5.92
A12	12 Train soldiers to maintain equipment	5.39	:	5.40	5.56	5.43	5.18	5.08
A6	6 Train soldiers for the skills required to pass SQTs	5.35	:	5.25	5.57	5.37	5.19	5.30
A11	11 Train soldiers to operate equipment	5.20	:	5.29	5.38	5.23	4.89	4.74
A5	5 Train soldiers in common soldier tasks	5.12	:	5.00	5.24	5.18	5.04	5.13
A14	14 Train soldiers to recognize ethical dimensions of both their decisions and behaviors	5.10	:	4.74	4.95	5.14	5.40	5.57
(CONTINUED)								

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
A9	9 Train soldiers to support others in combat	5.07	4.76	5.02	5.15	5.27	5.41
A18	18 Train soldiers to handle stress	4.93	4.80	4.75	5.05	5.09	5.12
A2	2 Develop regular habits of maintenance in the unit	4.92	4.82	5.09	4.97	4.93	4.66
A15	15 Crosstrain soldiers	4.76	4.59	4.69	4.77	4.88	5.11
B16	37 Teach enlisted soldiers to do their jobs	5.76	5.66	5.86	5.78	5.75	5.71
B12	33 Teach enlisted soldiers proper wearing of the Army uniform	5.55	5.46	5.56	5.46	5.61	5.77
B3	24 Teach soldiers personal discipline	5.36	5.15	5.24	5.41	5.65	5.49
B14	35 Teach enlisted soldiers basic military skills	5.32	5.27	5.41	5.30	5.33	5.21
B6	27 Teach soldiers problem solving	5.00	4.79	4.87	5.01	5.27	5.24
B18	39 Prepare individuals to appear before review boards	4.91	4.85	5.02	4.81	4.95	4.94
B7	28 Teach soldiers general decision-making strategies	4.90	4.67	4.80	4.89	5.17	5.13
B2	23 Teach soldiers oral communication	4.88	4.68	4.66	4.94	5.20	5.14
B1	22 Teach soldiers written communication	4.52	4.13	4.25	4.50	4.95	5.05

		Mean "Part of Position" rating					
Task #	Task	ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
C4 43	Train subordinates to take initiative	5.61	5.36	5.55	5.62	5.85	5.85
C20 59	Provide soldiers the opportunity to receive formal training	5.54	5.21	5.38	5.51	5.81	5.97
C13 52	Allow subordinate leaders to learn from their mistakes	5.49	5.18	5.40	5.47	5.75	5.83
C18 57	Recommend military training	5.49	5.24	5.38	5.44	5.71	5.87
C12 51	Support decisions of subordinate leaders	5.45	5.03	5.35	5.53	5.71	5.74
C1 40	Train soldiers in leadership	5.42	5.06	5.29	5.46	5.71	5.82
C17 56	Identify potential leaders	5.34	5.98	5.24	5.35	5.62	5.67
C19 58	Recommend civilian education	5.31	5.20	5.34	5.28	5.35	5.47
C21 60	Provide time for subordinates to participate in self-development programs	5.31	5.00	5.20	5.33	5.51	5.62
C8 47	Increase leadership responsibilities of soldiers returning from leadership training courses	5.15	4.86	5.11	5.17	5.34	5.36
C10 49	Provide opportunities for subordinates to lead in your place in garrison	5.14	4.93	5.13	5.15	5.35	5.19
C14 53	Teach leaders how to inspect	5.12	4.58	4.93	5.24	5.49	5.45
C2 41	Delegate decision-making to subordinates	5.08	4.76	4.99	5.05	5.31	5.53
C15 54	Establish leader-development policies	5.02	4.59	4.76	5.00	5.36	5.56
C3 42	Delegate authority to the lowest appropriate level	5.00	4.54	4.86	5.00	5.37	5.49

(CONTINUED)

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
C9 48	Rotate subordinates' assignments in order to give them varied experiences	4.97	4.85	4.95	4.95	4.96	5.24
C11 50	Provide opportunities for subordinates to lead in your place in the field	4.95	4.83	4.96	5.01	5.07	4.89
C7 46	Advise subordinate leaders on ways to resolve ethical conflicts	4.93	4.50	4.80	4.92	5.17	5.41

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
D31 91	Train people who are lower in rank than you	5.68	5.49	5.77	5.72	5.76	5.69
D33 93	Train junior enlisted soldiers	5.60	5.38	5.67	5.66	5.66	5.63
D32 92	Train your own replacement	5.44	5.41	5.47	5.47	5.48	5.22
D25 85	Train by demonstrating how it's done (e.g., demonstrate counseling)	5.38	5.14	5.47	5.50	5.43	5.31
D40 100	Give technical training to subordinates whose MOS/Specialty Area is the same as yours	5.38	5.21	5.47	5.53	5.35	5.20
D17 77	Conduct team training	5.27	5.26	5.39	5.28	5.10	5.11
D16 76	Conduct individual soldier training	5.20	5.12	5.35	5.25	5.10	5.02
D1 61	Determine what should be trained in garrison	5.08	4.66	4.98	5.25	5.35	5.24
D3 63	Determine what should be taught in the classroom	5.06	4.66	5.00	5.29	5.21	5.15
D19 79	Conduct hip-pocket training	5.01	4.95	5.12	5.03	4.91	4.99
D2 62	Determine what should be trained in the field	5.00	4.64	4.94	5.20	5.19	5.08
D6 66	Determine the amount of training time	4.90	4.55	4.83	5.14	5.02	4.96
D7 67	Develop training schedule	4.90	4.52	4.85	5.18	5.07	4.66
D14 74	Modify training procedures	4.88	4.38	4.80	5.07	5.13	4.93
D11 71	Plan training programs	4.88	4.41	4.67	5.09	5.14	5.08
D18 78	Conduct collective training of units larger than teams	4.83	4.48	4.72	5.00	5.10	4.94
D8 68	Incorporate training into ongoing, 24-hour mission	4.73	4.33	4.64	4.85	4.96	5.00
D35 95	Train officers	4.66	4.30	4.35	4.69	5.05	4.87

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
E12 114	Ensure mission accomplishment	5.92	5.62	5.85	6.06	6.19	6.04
E9 111	Take charge in the absence of instructions from commander	5.66	5.27	5.45	5.82	6.03	5.91
E16 118	Determine how to accomplish the mission	5.48	5.35	5.46	5.53	5.62	5.43
E32 134	Maintain communication with the next higher headquarters	5.45	5.15	5.29	5.61	5.74	5.62
E11 113	State the mission	5.38	5.27	5.26	5.51	5.53	5.44
E30 132	Ensure that vehicles are refueled	5.28	5.24	5.37	5.41	5.18	4.81
E18 120	Direct tactical security in the field	5.21	5.04	5.15	5.33	5.40	5.06
E15 117	Obtain operation order	5.19	5.13	5.17	5.34	5.20	4.99
E43 145	Assure timely resupply of ammunition and/or food during combat exercises	5.17	4.79	5.04	5.20	5.73	4.95
E41 143	Enforce sleep plans	5.13	5.09	5.22	5.19	5.14	4.71
E4 106	Establish maintenance priorities in the field	5.12	4.99	5.17	5.28	5.10	4.84
E25 127	Prepare the unit to move out	5.12	4.75	4.84	5.34	5.57	4.98
E40 142	Develop sleep plans for continuous operations	5.11	5.07	5.17	5.23	5.05	4.78
E34 136	Monitor the radio	5.08	5.20	5.09	5.22	4.96	4.33
E8 110	Enforce the Laws of War (including the Geneva and Hague conventions)	5.04	4.93	4.84	5.16	5.25	5.17
E38 140	Plan for prompt medical attention for battle casualties	5.03	4.83	4.98	5.10	5.41	4.62
E5 107	Monitor logistics in the field	5.00	4.51	4.64	4.96	5.49	5.39

(CONTINUED)

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
E17 119	Take charge of tactics in the field	5.00	5.03	5.05	5.08	4.95	4.56
E24 126	Set up command post	4.98	4.54	4.67	5.22	5.45	4.93
E33 135	Direct communications in the field	4.96	4.89	4.88	5.11	5.07	4.67
E1 103	Lead troops into combat-type situations	4.88	4.86	4.90	5.00	4.84	4.61
E42 144	Set meal times	4.85	4.74	4.75	4.84	5.35	4.18
E7 109	Control spread of fear in combat-type situations	4.84	4.88	4.66	4.81	5.21	4.65
E27 129	Position the elements of your unit	4.84	4.60	4.67	5.11	5.10	4.48
E37 139	Issue warning orders	4.81	4.69	4.83	5.00	4.82	4.47
E13 115	Decide on courses of action for the battleplan	4.79	4.76	4.71	5.03	4.80	4.40
E39 141	Oversee evacuation of casualties	4.78	4.59	4.81	4.82	5.16	4.17
E44 146	Assess battle damage	4.73	4.54	4.65	4.91	5.01	4.29

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

			Mean "Part of Position" rating				
Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
F7	153 Motivate soldiers to carry out the mission	5.77 :	5.51	5.73	5.87	5.92	6.00
F1	147 Motivate subordinates	5.76 :	5.51	5.67	5.83	5.94	5.99
F13	159 Motivate soldiers to perform maintenance	5.65 :	5.48	5.68	5.69	5.76	5.74
F4	150 Motivate troops to become more aggressive	5.55 :	5.29	5.52	5.59	5.72	5.82
F11	157 Motivate soldiers who have attitude problems	5.54 :	5.33	5.50	5.58	5.72	5.69
F8	154 Maintain troop interest in training in garrison	5.50 :	5.21	5.43	5.60	5.71	5.79
F3	149 Motivate troops to sustain combat-ready teams	5.46 :	5.27	5.39	5.50	5.68	5.62
F6	152 Motivate subordinates to take on special projects with short suspenses	5.36 :	5.12	5.19	5.43	5.55	5.55
F12	158 Motivate soldiers to reenlist	5.35 :	4.88	5.21	5.43	5.66	5.81
F10	156 Keep soldiers motivated under sleep deprivation conditions	5.33 :	5.21	5.33	5.39	5.47	5.27
F5	151 Motivate troops to close with the enemy	5.08 :	4.98	5.05	5.07	5.33	5.01
F2	148 Motivate superiors	4.99 :	4.75	4.82	4.99	5.23	5.23

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G1	160 Set the example	6.23	5.94	6.14	6.28	6.41	6.60
G11	170 Recognize soldier accomplishments	5.97	5.68	5.87	6.04	6.17	6.23
G2	161 Demonstrate Army values	5.96	5.52	5.76	6.07	6.26	6.46
G30	189 On daily basis, have face-to-face contact with immediate subordinates	5.96	5.72	5.87	6.03	6.18	6.08
G7	166 Give your soldiers the best leaders available	5.91	5.48	5.70	5.98	6.19	6.36
G21	180 Remain available to immediate subordinates until they finish for the day	5.81	5.61	5.73	5.93	5.95	5.90
G24	183 Share the hardships with soldiers in the field	5.79	5.59	5.66	5.88	6.02	6.05
G27	186 Conduct inspections	5.64	5.27	5.56	5.68	5.92	5.91
G16	175 Distribute details evenly among subordinate units	5.63	5.30	5.50	5.59	5.92	5.96
G31	190 Coach subordinates on career development	5.63	5.25	5.45	5.65	5.96	5.96
G37	196 Require subordinates to maintain military bearing and appearance in the field	5.61	5.26	5.49	5.69	5.89	6.01
G14	173 Provide challenges to keep up motivation	5.56	5.26	5.48	5.58	5.79	5.84
G23	182 In combat/combat-type situations, remain with the element you lead	5.56	5.37	5.41	5.68	5.84	5.59
G3	162 Demonstrate expertise on weapons subordinates use	5.54	5.40	5.54	5.65	5.61	5.52
G29	188 Brief the unit on its weaknesses	5.50	5.05	5.23	5.51	5.84	5.79

(CONTINUED)

Mean "Part of Position" rating

Task	#	Task	ALL	:	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G12	171	Inform unit about why you rewarded an individual	5.49	:	5.24	5.40	5.51	5.66	5.79
G13	172	Encourage competition for Soldier-of-the-Month/Quarter/Year	5.49	:	5.08	5.25	5.48	5.82	6.03
G10	169	Give pep talks	5.46	:	5.27	5.40	5.46	5.65	5.66
G28	187	Brief the unit on its strengths	5.46	:	4.96	5.21	5.47	5.81	5.77
G17	176	Reduce the number of training distractors	5.43	:	5.00	5.40	5.42	5.69	5.80
G42	201	Identify potential suicides	5.43	:	5.31	5.32	5.39	5.70	5.41
G32	191	Arrange for soldiers to get time off	5.41	:	5.31	5.47	5.41	5.46	5.40
G8	167	Provide resources needed to fight the battle	5.39	:	5.07	5.31	5.53	5.67	5.51
G9	168	Explain why tasks need to be done	5.39	:	5.21	5.47	5.36	5.46	5.48
G22	181	Train subordinates in realistic combat situations/exercises	5.30	:	5.06	5.13	5.49	5.58	5.37
G5	164	Use the authority of the commander	5.26	:	5.05	5.16	5.30	5.49	5.32
G33	192	Obtain input from subordinates for SOPs	5.26	:	4.95	5.07	5.36	5.46	5.61
G15	174	Develop tasks to relieve boredom	5.23	:	5.13	5.27	5.22	5.25	5.42
G25	184	Encourage higher-level leaders to visit troops in the danger area	5.23	:	4.99	4.88	5.42	5.49	5.56
G26	185	Motivate good maintenance by requiring soldiers to stay with vehicles until they work	5.23	:	5.14	5.26	5.22	5.37	5.22
G36	195	Give detailed guidance to get the task done	5.23	:	5.34	5.40	5.24	4.98	4.90
(CONTINUED)									

		Mean "Part of Position" rating					
Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G18	177 Motivate subordinates by helping them with their tasks	5.21 :	5.30	5.39	5.20	4.97	4.91
G38	197 Promote a unit theme which states desired goals	5.17 :	4.75	4.98	5.12	5.51	5.67
G41	200 Act as a mediator in disputes	5.17 :	4.95	5.08	5.20	5.40	5.28
G34	193 Monitor remedial PT	5.15 :	4.88	4.94	5.17	5.41	5.40
G20	179 Accompany immediate subordinates on unpleasant tasks	5.07 :	5.06	5.07	5.07	5.10	5.05
G4	163 Direct/lead from a forward position in the battle	5.06 :	5.08	4.89	5.14	5.21	5.03
G19	178 Refrain from doing subordinates' jobs	5.03 :	4.59	4.96	5.07	5.38	5.50
G35	194 Eat chow with subordinates	4.96 :	4.76	4.87	4.92	5.14	5.31

			Mean "Part of Position" rating					
Task	#	Task	ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
H8	209	Encourage subordinates to set standards higher than required	5.68	5.38	5.56	5.71	5.94	5.90
H33	234	Inform newcomers of the priorities of the unit	5.60	5.19	5.43	5.58	5.92	5.95
H22	223	Attend ceremonies for subordinates	5.57	5.27	5.36	5.52	5.80	6.02
H42	243	Make the soldier feel needed by the unit	5.57	5.10	5.36	5.66	5.94	5.93
H32	233	Establish procedures for reception/integration of newcomers	5.54	5.10	5.36	5.50	5.89	5.87
H13	214	Encourage members of the group to rely on one another	5.53	5.28	5.40	5.62	5.74	5.74
H19	220	Act as a buffer between superior and subordinates	5.51	5.26	5.35	5.54	5.81	5.65
H29	230	Dispel rumors	5.49	5.08	5.28	5.51	5.78	5.86
H12	213	Assign new soldiers to train with experienced buddy pairs	5.48	5.26	5.42	5.61	5.60	5.51
H16	217	Develop close working relationship with subordinates	5.47	5.31	5.40	5.46	5.66	5.64
H40	241	Communicate the unit mission	5.45	5.03	5.16	5.48	5.80	5.87
H39	240	Instill belief that your unit is better than other units	5.40	5.05	5.24	5.43	5.76	5.63
H30	231	Talk to subordinates about causes for low morale in the unit	5.39	5.11	5.30	5.39	5.61	5.75
H20	221	Act as a buffer between enlisted and officers	5.38	4.81	5.10	5.45	5.78	5.72
H31	232	Resolve conflicts among the troops	5.35	5.10	5.25	5.43	5.50	5.51
H28	229	Identify sources of discontent	5.33	4.89	5.07	5.32	5.67	5.71

(CONTINUED)

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
H49	250 Welcome the soldier's family into the unit	5.32	4.99	5.10	5.32	5.58	5.67
H41	242 Align individual and unit goals	5.30	4.84	5.12	5.35	5.61	5.62
H9	210 Encourage the unit to critique its own performance	5.27	4.68	5.17	5.23	5.61	5.63
H10	211 Ask subordinate leaders what should be trained	5.24	4.75	5.13	5.30	5.50	5.46
H15	216 Encourage informal leaders to help others obtain unit objectives	5.21	4.89	4.91	5.29	5.52	5.45
H2	203 Hold group planning sessions with subordinates	5.14	4.80	4.94	5.12	5.45	5.44
H3	204 Hold group problem-solving sessions with subordinates	5.14	4.93	4.96	5.19	5.36	5.30
H11	212 Obtain subordinate input to clarify unit goals	5.14	4.72	4.93	5.15	5.38	5.61
H45	246 Encourage organization of unit sports teams	5.12	5.03	5.08	4.95	5.28	5.34
H21	222 Require attendance at military ceremonies (e.g., parades, award ceremonies)	5.11	4.79	4.93	5.03	5.33	5.50
H38	239 Promote shared unit standards as a basis for unit membership	5.09	4.80	4.83	5.07	5.35	5.49
H1	202 Train all of your unit members together	5.08	4.90	5.16	5.02	5.22	5.19
H14	215 Upgrade informal leaders to legitimate leader positions	5.06	4.69	4.86	5.11	5.41	5.25
H50	251 Arrange gatherings with troops and their families	5.05	4.68	4.85	4.98	5.28	5.50
H52	253 Encourage attendance at dining out	4.96	4.64	4.60	4.80	5.20	5.53
(CONTINUED)							

Task #	Task	Mean "Part of Position" rating					
		ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
H23	224 Conduct memorial services for unit's dead	4.95 :	4.74	4.74	4.76	5.38	5.39
H44	245 Provide opportunities for the unit to compete against other units	4.95 :	4.68	4.72	4.96	5.13	5.28
H37	238 Promote shared values as a basis for acceptance by unit members	4.94 :	4.66	4.71	4.93	5.12	5.39
H51	252 Develop bonds among families in the unit	4.91 :	4.59	4.61	4.81	5.20	5.41
H34	235 Initiate hail-and-farewell	4.87 :	4.51	4.59	4.64	5.18	5.39
H48	249 Arrange unit social functions (picnics, group outings)	4.80 :	4.59	4.58	4.67	5.00	5.15
H5	206 Position unit facilities together (e.g., barracks, orderly room, etc.)	4.74 :	4.41	4.51	4.70	5.31	4.67
H35	236 Encourage emphasis on unit symbols (e.g., emblems, customs, songs, motto)	4.74 :	4.44	4.54	4.67	4.96	5.15
H36	237 Familiarize the soldier with the history of the unit	4.68 :	4.39	4.47	4.58	4.91	5.22
H43	244 Encourage soldiers to join military associations (e.g., AUSA, NCOA, branch associations)	4.58 :	4.48	4.55	4.36	4.61	5.04
H6	207 Promote the concept of cohort units	4.53 :	4.21	4.34	4.47	4.92	5.01

			Mean "Part of Position" rating					
Task	#	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
:								
I1	254	Tell soldiers when they are performing well	5.92 :	5.68	5.89	5.95	6.06	6.12
:								
I6	259	Recommend subordinates for promotion	5.81 :	5.50	5.73	5.89	6.02	6.03
:								
I7	260	Recommend awards for soldiers	5.74 :	5.37	5.66	5.80	5.98	5.93
:								
I2	255	Give formal positive counseling statements	5.73 :	5.51	5.72	5.81	5.82	5.82
:								
I16	269	Counsel subordinates about potential disciplinary action	5.57 :	5.33	5.54	5.66	5.75	5.52
:								
I11	264	Make the decision to give a soldier time off	5.52 :	5.16	5.50	5.70	5.68	5.51
:								
I19	272	Discipline subordinates for inappropriate behavior	5.47 :	5.15	5.43	5.55	5.70	5.60
:								
I17	270	Recommend disciplinary actions	5.44 :	5.10	5.31	5.47	5.77	5.59
:								
I5	258	Write letters of appreciation to recognize subordinates' performance	5.43 :	4.92	5.28	5.49	5.68	5.70
:								
I26	279	Give verbal reprimand	5.38 :	5.18	5.26	5.45	5.59	5.40
:								
I28	281	Assign extra training/ corrective training	5.38 :	5.07	5.39	5.41	5.69	5.19
:								
I20	273	Report discipline problems to superiors	5.37 :	5.21	5.23	5.38	5.58	5.55
:								
I10	263	Request time off for a soldier	5.35 :	5.19	5.41	5.45	5.43	5.16
:								
I4	257	Issue certificates of achievement	5.28 :	4.90	5.16	5.29	5.50	5.59
:								
I13	266	Reward achievements by giving more responsibility	5.20 :	5.01	5.13	5.25	5.35	5.36
:								
I18	271	Decide on disciplinary actions	5.20 :	4.82	5.17	5.26	5.51	5.23
:								
:								
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Mean "Part of Position" rating

Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
I3	256 Tell subordinates what their reward will be for doing a good job	5.06 :	4.90	5.13	5.03	5.19	5.03
I22	275 Initiate administrative actions (e.g., Article 15s)	4.98 :	4.63	4.71	4.99	5.52	5.00
I12	265 Dismiss subordinates before the end of the duty day if they have finished their work	4.90 :	4.63	4.94	5.01	5.03	4.86
I27	280 Draft letter of reprimand	4.81 :	4.36	4.39	4.77	5.23	5.07

			Mean "Part of Position" rating					
Task	#	Task	ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
J24	307	Ensure the absence of sexual harassment	6.01	5.69	5.92	6.11	6.19	6.18
J25	308	Enforce crime-prevention procedures	5.87	5.55	5.81	5.92	6.15	5.97
J9	292	Promote physical fitness	5.86	5.56	5.79	5.91	6.06	6.08
J21	304	Avoid fraternization with female soldiers	5.83	5.38	5.75	5.97	6.11	6.03
J3	286	Ensure that subordinates follow good health/hygiene practices in the field	5.82	5.60	5.77	5.92	5.99	5.95
J4	287	Ensure that rations are issued	5.81	5.56	5.65	5.96	6.05	5.92
J15	298	Take care of soldier pay problems	5.79	5.56	5.69	5.90	6.01	5.74
J2	285	Ensure that subordinates follow good health/hygiene practices in garrison	5.76	5.52	5.71	5.83	5.99	5.87
J10	293	Assist subordinates with their personal problems	5.75	5.53	5.69	5.76	5.96	5.88
J27	310	Prepare subordinates for promotions	5.74	5.56	5.70	5.80	5.85	5.82
J23	306	Discourage fraternization	5.72	5.28	5.61	5.82	5.95	6.05
J1	284	Foster a supportive, caring environment	5.71	5.29	5.55	5.71	6.02	6.09
J8	291	Ensure that soldiers' personal property is secure prior to their going to the field	5.69	5.53	5.72	5.77	5.82	5.52
J22	305	Avoid fraternization with male soldiers	5.62	5.25	5.53	5.73	5.92	5.77
J5	288	Teach soldiers to be self-sufficient	5.58	5.42	5.52	5.65	5.75	5.62
J16	299	Make appointments for soldiers with finance	5.55	5.38	5.50	5.64	5.79	5.30
(CONTINUED)								

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			Mean "Part of Position" rating					
Task #	Task	ALL	:	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
J6	289 Teach soldiers to be socially responsible	5.50	:	5.34	5.43	5.51	5.68	5.61
J32	315 Drive drunk subordinates home	5.42	:	5.46	5.48	5.42	5.38	5.16
J17	300 Personally hand pay voucher to all subordinates	5.33	:	5.27	5.50	5.50	5.11	4.73
J14	297 Respond to concerns of soldiers' parents	5.26	:	5.06	5.07	5.16	5.59	5.44
J13	296 Ensure that spouses are aware of schedule for upcoming FTXs	5.25	:	5.24	5.13	5.16	5.46	5.36
J20	303 Act as sponsor for newly-arrived soldiers	5.25	:	5.21	5.29	5.28	5.20	5.23
J28	311 Facilitate soldier outprocessing	5.25	:	5.07	5.12	5.35	5.50	5.10
J7	290 Teach soldiers about sexually transmitted diseases	5.22	:	5.11	5.16	5.23	5.35	5.34
J29	312 Identify and promote individual subordinate's interests (e.g., sports, hobbies)	5.21	:	5.15	5.22	5.17	5.23	5.41
J26	309 Check on chow line	5.16	:	4.83	4.87	5.15	5.50	5.53
J30	313 Provide time for subordinates to do personal errands (e.g., haircut)	5.16	:	5.21	5.29	5.12	5.01	5.10
J18	301 Provide survivor benefits information to soldiers/families	5.03	:	4.93	4.94	5.04	5.13	5.16
J12	295 Conduct "We Care Day" for dependents	4.91	:	4.77	4.69	4.82	5.09	5.34
J11	294 Advise subordinates on how to deal with spouses	4.83	:	4.66	4.65	4.86	5.07	5.03

Global Duty C: RESOURCE
(Duty K, 40 tasks)

(Duty K, 40 tasks)		Mean "Part of Position" rating					
Task	# Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
		:					
K1	317 Manage time	5.92 :	5.54	5.87	5.98	6.18	6.10
K2	318 Manage people/manpower	5.92 :	5.54	5.81	5.97	6.16	6.15
K3	319 Manage information	5.87 :	5.54	5.78	5.94	6.12	5.93
K22	338 Determine your own responsibilities	5.82 :	5.60	5.64	5.81	6.02	6.08
K9	325 Seek ways to improve productivity	5.80 :	5.60	5.77	5.87	5.90	5.82
K32	348 Gather information needed to do the job right	5.77 :	5.60	5.68	5.87	5.92	5.79
K4	320 Manage things (money, supplies, equipment, etc.)	5.76 :	5.57	5.80	5.83	5.83	5.66
K6	322 Solve each problem in order of priority	5.75 :	5.55	5.73	5.78	5.88	5.80
K34	350 Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)	5.71 :	5.50	5.61	5.85	5.89	5.61
K5	321 Conduct crisis management (put out fires)	5.64 :	5.27	5.50	5.66	5.89	5.71
K38	354 Ensure that needed equipment/material is available	5.59 :	5.45	5.54	5.66	5.76	5.37
K7	323 Decide on changes in scheduled activities	5.39 :	5.01	5.34	5.48	5.61	5.33
K8	324 Determine time soldiers are dismissed for the day	5.25 :	5.00	5.24	5.41	5.40	4.93
K39	355 Use statistics to assess how well unit is performing	5.18 :	4.64	4.90	5.28	5.46	5.26
K35	351 Monitor/delegate activities that must be integrated	5.08 :	4.66	4.78	5.23	5.40	5.09
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		Mean "Part of Position" rating					
Task	# Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
		:					
K24	340 Assign additional duties (e.g., security, EEO, arms room)	5.03 :	4.56	4.63	4.92	5.50	5.08
		:					
K25	341 Assign individual soldiers to details (e.g., painting barracks, raking)	4.90 :	4.82	4.97	5.04	4.93	4.37
		:					
K19	335 Recommend compassionate reassignment or hardship discharge	4.75 :	4.53	4.39	4.53	5.06	5.11
		:					
K14	330 Select/hand-pick technical experts for the unit	4.51 :	4.22	4.07	4.48	4.75	5.04
		:					

Global Duty D: Provide Direction
(Duties L-T, 204 tasks)

			Mean "Part of Position" rating				
Task #	Task	ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
L3	359 Ensure that subordinates use complete/up-to-date manuals	5.74	5.43	5.80	5.81	5.85	5.73
L13	369 Edit and proofread written materials	5.58	5.37	5.43	5.50	5.83	5.60
L14	370 Supervise completion of reports	5.58	5.29	5.42	5.49	5.91	5.53
L12	368 Ensure personnel follow proper procedures in filling out paperwork	5.55	5.43	5.58	5.55	5.68	5.43
L1	357 Supervise administrative services	5.45	5.00	5.02	5.33	5.86	5.52
L15	371 Write status reports	5.41	5.09	5.40	5.43	5.63	5.28
L5	361 Establish SOPs for your unit	5.36	4.88	5.04	5.38	5.68	5.50
L2	358 Organize office staff	5.28	4.84	4.89	5.16	5.64	5.36
L7	363 Revise SOPs	5.28	4.88	5.10	5.28	5.52	5.36
L4	360 Submit after-action reports	5.26	5.03	5.19	5.30	5.39	5.25
L17	373 Write letters of instruction	5.19	4.68	4.96	5.25	5.44	5.32
L16	372 Write technical reports	5.15	4.83	5.08	5.16	5.38	5.10
L23	379 Decide where to route task requests	5.14	4.66	4.56	5.16	5.45	5.37
L9	365 Develop emergency preparedness and evacuation plans	5.06	4.57	4.96	5.07	5.36	5.09
L24	380 Approve paperwork for your unit	5.03	4.39	4.29	4.95	5.51	5.26
L20	376 Write information papers	4.95	4.39	4.61	4.88	5.21	5.20
L6	362 Develop SOPs to be used by other units	4.81	4.43	4.51	4.92	4.99	5.01

			Mean "Part of Position" rating					
Task	#	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
			:	:	:	:	:	:
M1	383	Respond to the needs of other units	5.29 :	4.93	5.06	5.29	5.53	5.48
			:	:	:	:	:	:
M20	402	Develop rapport with civilian community	4.97 :	4.74	4.85	4.95	4.95	5.39
			:	:	:	:	:	:
M2	384	Coordinate drug and alcohol counseling programs with outside agencies	4.96 :	4.63	4.73	4.85	5.29	5.14
			:	:	:	:	:	:
M11	393	Develop network with others throughout the Army	4.94 :	4.65	4.74	4.87	5.23	5.09
			:	:	:	:	:	:
M12	394	Perform duties of safety officer	4.91 :	4.38	4.72	4.98	5.25	5.03
			:	:	:	:	:	:
M18	400	Coordinate work with civilian specialists	4.80 :	4.47	4.70	4.74	5.08	4.98
			:	:	:	:	:	:
M9	391	Recognize Allied country military codes/customs	4.75 :	4.64	4.62	4.71	4.91	5.00
			:	:	:	:	:	:
M6	388	Coordinate with other U.S. military services (e.g., Air Force, Navy)	4.70 :	4.47	4.74	4.54	4.72	5.03
			:	:	:	:	:	:
M4	386	Integrate different types of units into the mission	4.55 :	4.13	4.14	4.70	4.76	5.03
			:	:	:	:	:	:

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
N1	403 Supervise U.S. soldiers	5.97	5.66	5.97	6.08	6.15	6.02
N5	407 Supervise male soldiers	5.94	5.66	5.96	6.02	6.13	5.92
N9	411 Supervise soldiers who supervise others	5.87	5.21	5.61	5.93	6.18	6.07
N6	408 Supervise female soldiers	5.65	5.27	5.65	5.66	5.93	5.76
N7	409 Supervise personnel attached to the unit	5.50	5.26	5.33	5.58	5.79	5.52
N16	418 Supervise subordinates in a variety of MOS/Specialty Areas	5.32	4.90	5.17	5.33	5.64	5.39
N17	419 Supervise soldiers, most of whom live on post	5.08	5.13	5.28	5.04	4.91	4.72
N10	412 Supervise subordinates who are older than you	5.07	5.03	5.04	5.13	5.20	4.86
N14	416 Supervise subordinates on different shifts	5.04	4.82	5.05	4.91	5.36	5.05
N8	410 Supervise personnel assigned to another unit	5.03	4.69	4.97	5.09	5.18	5.35
N13	415 Supervise subordinates who are not highly motivated	5.02	5.09	5.05	5.00	4.94	4.94
N3	405 Supervise U.S. civilians	5.00	4.45	4.92	4.91	5.16	5.39

		Mean "Part of Position" rating					
Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
		:	:	:	:	:	:
015	437 Keep soldiers informed about the current situation	5.70 :	5.44	5.64	5.82	5.88	5.73
		:	:	:	:	:	:
04	426 Encourage subordinates to provide positive feedback	5.69 :	5.48	5.55	5.77	5.85	5.84
		:	:	:	:	:	:
010	432 Provide subordinates with guidelines to follow	5.64 :	5.48	5.64	5.70	5.72	5.61
		:	:	:	:	:	:
01	423 Establish communication channels	5.61 :	5.36	5.49	5.65	5.80	5.79
		:	:	:	:	:	:
02	424 Encourage upward communication	5.61 :	5.37	5.47	5.66	5.79	5.83
		:	:	:	:	:	:
011	433 Communicate the intent of the commander	5.60 :	5.10	5.40	5.61	5.90	5.96
		:	:	:	:	:	:
03	425 Encourage downward communication	5.59 :	5.35	5.43	5.60	5.78	5.82
		:	:	:	:	:	:
05	427 Encourage subordinates to provide constructive criticism	5.57 :	5.31	5.45	5.64	5.78	5.72
		:	:	:	:	:	:
08	430 Tell subordinates what their critical tasks are	5.55 :	5.42	5.60	5.65	5.50	5.57
		:	:	:	:	:	:
06	428 Evaluate communication channels	5.46 :	5.16	5.19	5.48	5.69	5.75
		:	:	:	:	:	:
018	440 Check that bulletin boards are current	5.43 :	5.33	5.42	5.38	5.66	5.20
		:	:	:	:	:	:
014	436 Give information briefings	5.42 :	5.24	5.44	5.51	5.47	5.33
		:	:	:	:	:	:
012	434 Conduct meetings	5.37 :	5.05	5.25	5.43	5.53	5.50
		:	:	:	:	:	:
09	431 Tell subordinates daily what their tasks are	5.22 :	5.30	5.49	5.31	4.86	4.50
		:	:	:	:	:	:
017	439 Make sure that subordinates backbrief operations orders	5.01 :	4.84	5.00	5.09	5.08	5.00
		:	:	:	:	:	:

Task #	Task	Mean "Part of Position" rating					
		ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
P1	444 Provide positive feedback to higher-ranked individuals	5.59	5.29	5.45	5.63	5.75	5.93
P17	460 On a regular basis, respond to direct taskings from several individuals	5.41	5.12	5.30	5.54	5.58	5.40
P6	449 Explain the "why" of things to higher-ranked individuals	5.36	5.18	5.26	5.37	5.51	5.54
P2	445 Provide constructive criticism to individuals one rank higher	5.28	5.14	5.14	5.34	5.36	5.63
P16	459 Provide input to inspectors from higher headquarters	5.24	4.77	4.93	5.31	5.53	5.45
P5	448 Provide superiors with information about the enemy situation	5.16	5.11	5.01	5.33	5.29	5.06
P3	446 Provide constructive criticism to individuals two ranks higher	5.14	4.96	4.97	5.18	5.32	5.50
P4	447 Provide constructive criticism to individuals more than two ranks higher	5.10	4.76	4.86	5.14	5.38	5.44
P11	454 Make presentations at decision briefings	4.97	4.44	4.80	5.04	5.09	5.29
P8	451 Backbrief operation orders	4.88	4.72	4.88	4.92	5.00	4.92
P13	456 Convince the commander to change the SOP	4.76	4.22	4.61	4.66	5.03	5.15
P14	457 Advise higher-ranked leaders from other US/foreign services	4.48	4.15	4.39	4.34	4.73	5.05

		Mean "Part of Position" rating					
Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
		:	:	:	:	:	:
Q10	470 Check that subordinates accomplish assigned tasks	5.73 :	5.68	5.86	5.74	5.71	5.56
		:	:	:	:	:	:
Q4	464 Monitor troop appearance	5.66 :	5.39	5.62	5.65	5.83	5.89
		:	:	:	:	:	:
Q31	491 Assess potential of subordinates	5.66 :	5.33	5.47	5.74	5.85	5.92
		:	:	:	:	:	:
Q5	465 Monitor safety practices in subordinate leader's units	5.65 :	5.18	5.58	5.61	5.82	6.04
		:	:	:	:	:	:
Q26	486 Inspect work upon its completion by subordinates	5.59 :	5.49	5.75	5.58	5.57	5.48
		:	:	:	:	:	:
Q30	490 Evaluate individual soldier performance against established standards	5.59 :	5.25	5.59	5.63	5.70	5.84
		:	:	:	:	:	:
Q9	469 Check that subordinates are at their appointed place of duty	5.58 :	5.56	5.69	5.69	5.49	5.28
		:	:	:	:	:	:
Q3	463 Check equipment of subordinates	5.48 :	5.32	5.54	5.60	5.48	5.40
		:	:	:	:	:	:
Q13	473 Identify soldiers who need special training to increase competence	5.47 :	5.40	5.50	5.57	5.43	5.35
		:	:	:	:	:	:
Q7	467 Monitor quarters/barracks in subordinate leader's unit	5.46 :	5.16	5.37	5.36	5.71	5.79
		:	:	:	:	:	:
Q11	471 Monitor subordinates as they do technical tasks	5.46 :	5.41	5.66	5.48	5.30	5.22
		:	:	:	:	:	:
Q6	466 Monitor maintenance in subordinate leaders' units	5.44 :	4.98	5.41	5.54	5.58	5.59
		:	:	:	:	:	:
Q20	480 Evaluate group performance	5.43 :	4.92	5.46	5.44	5.61	5.67
		:	:	:	:	:	:
Q14	474 Conduct external evaluations/inspections	5.40 :	5.11	5.25	5.45	5.59	5.59
		:	:	:	:	:	:
Q17	477 Conduct safety inspections	5.40 :	5.17	5.38	5.39	5.55	5.47
		:	:	:	:	:	:
Q15	475 Conduct courtesy evaluations/inspections	5.39 :	5.01	5.28	5.36	5.60	5.65
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			Mean "Part of Position" rating					
Task	#	Task	ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
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Q8	468	Inspect immediate subordinates' living quarters	5.33	5.20	5.41	5.42	5.28	5.32
Q25	485	Evaluate group/unit readiness for combat	5.33	4.93	5.01	5.38	5.60	5.68
Q28	488	Check with people who rely on the work/products of your subordinates	5.30	5.03	5.31	5.34	5.35	5.52
Q1	461	Monitor tasks being performed at the same time at different locations	5.29	4.85	5.20	5.41	5.45	5.50
Q12	472	Keep job books (or the equivalent) for subordinates	5.28	5.33	5.51	5.23	5.00	4.98
Q16	476	Conduct health and welfare inspections	5.26	4.96	5.17	5.25	5.49	5.44
Q22	482	Conduct after action reviews (AARs)	5.24	4.83	5.15	5.41	5.31	5.34
Q27	487	Inspect after your subordinate leaders inspect	5.14	5.04	5.22	5.19	5.08	5.15
Q23	483	Develop technical tests to assess soldier performance (e.g., identification of vehicles)	5.13	5.08	5.14	5.29	4.97	5.11
Q21	481	Act as observer/controller for field exercises	5.06	4.64	4.88	5.13	5.25	5.34
Q18	478	Administer drug abuse screening procedures	5.04	4.82	5.04	4.72	5.53	4.79
Q2	462	Monitor rear detachment organization	4.84	4.52	4.75	4.76	5.04	5.20
Q34	494	Write civilian performance appraisals	4.64	4.16	4.39	4.58	5.02	5.01

		Mean "Part of Position" rating					
Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
		:	:	:	:	:	:
R1	499 Counsel male soldiers on their performance	5.75 :	5.54	5.74	5.83	5.91	5.71
		:	:	:	:	:	:
R6	504 Communicate performance standards to subordinate	5.70 :	5.48	5.73	5.74	5.84	5.69
		:	:	:	:	:	:
R11	509 Make on-the-spot corrections	5.64 :	5.48	5.65	5.66	5.70	5.79
		:	:	:	:	:	:
R10	508 Counsel subordinate leaders on correcting their subordinates	5.61 :	5.16	5.55	5.57	5.83	5.86
		:	:	:	:	:	:
R5	503 Write counseling statements	5.56 :	5.43	5.65	5.63	5.59	5.36
		:	:	:	:	:	:
R19	517 Counsel soldiers on their careers	5.56 :	5.26	5.44	5.60	5.70	5.85
		:	:	:	:	:	:
R2	500 Counsel female soldiers on their performance	5.53 :	5.17	5.55	5.56	5.77	5.17
		:	:	:	:	:	:
R4	502 Document performance problems of subordinates	5.51 :	5.25	5.55	5.60	5.62	5.46
		:	:	:	:	:	:
R7	505 Counsel soldiers on wearing the proper uniform	5.50 :	5.39	5.57	5.46	5.54	5.58
		:	:	:	:	:	:
R12	510 Give reception and integration counseling	5.50 :	5.17	5.46	5.50	5.68	5.74
		:	:	:	:	:	:
R21	519 Counsel soldiers on drug abuse	5.49 :	5.27	5.46	5.51	5.62	5.61
		:	:	:	:	:	:
R8	506 Counsel soldiers on observing posted directives	5.47 :	5.27	5.49	5.45	5.60	5.52
		:	:	:	:	:	:
R20	518 Counsel soldiers on alcohol abuse	5.46 :	5.19	5.44	5.50	5.59	5.59
		:	:	:	:	:	:
R9	507 Counsel soldiers on military courtesy	5.45 :	5.33	5.46	5.44	5.53	5.54
		:	:	:	:	:	:
R24	522 Refer soldiers to other counselors	5.44 :	5.23	5.37	5.52	5.62	5.42
		:	:	:	:	:	:
R23	521 Identify soldiers who may have undisclosed personal problems	5.32 :	5.13	5.24	5.44	5.37	5.45
		:	:	:	:	:	:
		:	:	:	:	:	:
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Task #	Task	Mean "Part of Position" rating					
		ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
R16	514 Counsel soldiers on finances	5.31 :	5.10	5.30	5.35	5.50	5.26
R18	516 Counsel soldiers on spouse abuse	5.23 :	5.02	5.19	5.25	5.34	5.34
R17	515 Counsel soldiers on child abuse	5.20 :	4.99	5.20	5.19	5.30	5.31
R15	513 Counsel soldiers on family problems	5.16 :	4.93	5.12	5.16	5.30	5.23
S13	535 Ensure readiness of your unit/element	5.61 :	5.15	5.45	5.72	5.86	5.81
S8	530 Enforce standards for your unit/element	5.60 :	5.14	5.40	5.65	5.93	5.80
S1	523 Lead the unit/element without much direct supervision	5.48 :	4.91	5.34	5.48	5.82	5.73
S6	528 Establish standards for your unit/element	5.45 :	4.95	5.18	5.54	5.74	5.65
S7	529 Clarify standards for your unit/element	5.44 :	4.97	5.17	5.53	5.74	5.58
S11	533 Determine the critical tasks of the overall mission	5.42 :	5.04	5.23	5.52	5.65	5.50
S10	532 Determine how to accomplish the mission according to doctrine	5.36 :	5.00	5.22	5.42	5.60	5.46
S3	525 Communicate mission purpose	5.34 :	4.87	5.07	5.45	5.64	5.56
S9	531 Identify alternative courses of action	5.34 :	4.93	5.18	5.42	5.57	5.42
S12	534 Determine task milestones	5.24 :	4.79	4.95	5.36	5.47	5.46
S4	526 Establish short-term unit/element objectives	5.23 :	4.80	4.94	5.40	5.50	5.24
(CONTINUED)							

			Mean "Part of Position" rating					
Task	#	Task						
			ALL	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
S5	527	Establish long-term unit/ element goals	5.20	4.67	4.90	5.32	5.49	5.39
S2	524	Establish the mission for the subordinate unit	4.90	4.37	4.62	5.11	5.25	5.00
T3	538	Determine organizational priorities	4.82	4.43	4.36	4.78	5.15	5.16
T23	558	Establish the level at which decisions are made	4.71	4.36	4.38	4.53	5.23	5.11
T22	557	Design organizational chain of communication	4.61	4.15	4.29	4.53	5.07	4.91

APPENDIX C

NONCOMMISSIONED OFFICERS MEAN RANK-CRITICAL RATINGS (FOR NON-STABLE TASKS)

CRITICAL TASKS (i.e., mean significance rating = or > 5, for 1 or more ranks)
THAT ARE NOT RELATIVELY STABLE ACROSS RANKS (i.e., means differ by > 1.00)

Global Duty A: TRAIN, TEACH, & DEVELOP
(Duties A-E, 146 tasks)

Mean "Part of Position" rating

Task #	Task	ALL	:	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
C6 45	Advise superiors on leadership issues	5.28	:	4.70	4.99	5.23	5.71	6.01
C5 44	Develop counseling skills of subordinate leaders	5.25	:	4.71	5.12	5.27	5.58	5.71
C16 55	Implement leader-development policies	5.13	:	4.63	4.86	5.16	5.48	5.63
D34 94	Train NCOs	5.58	:	4.90	5.40	5.73	5.88	6.03
D28 88	Evaluate the trainers	5.38	:	4.68	5.05	5.48	5.78	5.72
D27 87	Train the trainers	5.35	:	4.63	5.10	5.55	5.68	5.57
D13 73	Evaluate effectiveness of training	5.32	:	4.64	5.06	5.41	5.68	5.80
D12 72	Evaluate training programs	5.14	:	4.45	4.75	5.24	5.56	5.58
D26 86	Monitor instructor/trainer preparation	5.12	:	4.45	4.84	5.28	5.48	5.42
D22 82	Instruct NCO development classes	5.05	:	4.16	4.64	5.00	5.58	5.70
D21 81	Instruct in a branch school or training center	4.63	:	3.89	4.88	5.07	4.47	4.14
E3 105	Monitor field training	5.15	:	4.61	4.78	5.17	5.56	5.64
E26 128	Assist the commander with maneuver of the unit	5.03	:	4.59	4.59	5.15	5.60	5.16
E31 133	Dispatch vehicles	4.83	:	5.05	4.90	4.80	4.53	4.03

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

Mean "Part of Position" rating

Task #	Task	ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G6	165 Foster a positive command climate	5.67 :	5.07	5.40	5.66	6.01	6.28
H7	208 Reward the unit	5.23 :	4.47	4.88	5.23	5.77	5.61
H4	205 Hold formations	5.17 :	4.74	5.08	5.43	5.56	4.53
H27	228 Monitor unit cohesion	5.17 :	4.52	4.67	5.14	5.57	5.75
H25	226 Assess the climate of the unit	5.16 :	4.51	4.54	5.06	5.63	5.90
H26	227 Set unit climate	5.09 :	4.42	4.58	5.00	5.68	5.69
I9	262 Approve recommendations for awards	5.16 :	4.66	4.78	5.17	5.56	5.68
I8	261 Recommend awards for civilians	4.70 :	4.20	4.40	4.62	5.02	5.30

Global Duty C: RESOURCE
(Duty K, 40 tasks)

Task	# Task	Mean "Part of Position" rating					
		ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
K17	333 Make duty assignments for enlisted personnel	5.41 :	4.81	4.85	5.34	5.71	5.90
K26	342 Develop Order of Merit List (OML)	5.26 :	4.40	4.73	5.17	5.79	5.69
K40	356 Monitor property management of the unit	5.23 :	4.47	4.88	5.24	5.67	5.32
K16	332 Approve placement of new personnel	5.12 :	4.31	4.53	4.95	5.41	5.75
K23	339 Task units to fill details	5.10 :	4.49	4.57	5.00	5.49	5.53
K15	331 Screen acceptance of incoming personnel	4.88 :	4.18	4.41	4.75	5.17	5.50
K11	327 Requisition personnel assigned to the post for your unit	4.34 :	4.02	4.03	4.05	4.44	5.12

Global Duty D: Provide Direction
(Duties L-T, 204 tasks)

Task # Task		Mean "Part of Position" rating					
		ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
L10	366 Administer Soldier-of-the-Month/Quarter/Year board	5.29 :	4.55	4.62	5.01	5.62	6.01
L11	367 Administer promotion boards	5.17 :	4.27	4.40	4.87	5.56	5.98
L8	364 Approve SOPs	4.87 :	4.24	4.40	4.84	5.19	5.32
L25	381 Process soldier for elimination	4.87 :	4.52	4.24	5.00	5.41	4.22
M5	387 Coordinate with other branches within the Army	4.92 :	4.36	4.66	4.98	5.14	5.38
M3	385 Coordinate unit activities with other types of units	4.92 :	4.26	4.49	4.93	5.21	5.39
O19	441 Act as a senior advisor	5.70 :	4.81	5.06	5.65	6.10	6.32
O13	435 Conduct close to 100% formations	5.20 :	4.92	5.22	5.37	5.49	4.18
P15	458 Represent the soldiers to the commander	5.56 :	4.98	5.25	5.59	5.86	6.03
P10	453 Keep the commander informed about people-problems	5.54 :	4.88	5.14	5.45	5.93	6.09
P9	452 Act at the commander's "eyes and ears"	5.48 :	4.78	5.07	5.37	5.89	6.08
P12	455 Influence the philosophy of the commander	5.18 :	4.58	4.76	4.96	5.62	5.66

Task # Task		Mean "Part of Position" rating					
		ALL :	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
Q32	492 Write EERs	5.83 :	4.86	5.61	6.00	6.03	5.96
Q24	484 Assess whether overall unit mission is being accomplished	5.45 :	4.73	5.15	5.40	5.74	5.84
Q35	495 Review performance ratings	5.33 :	4.37	4.78	5.42	5.73	5.71
Q19	479 Determine whether a unit drug problem exists	5.16 :	4.58	5.02	5.00	5.59	5.43
Q38	498 Serve on selection and/or promotion boards	5.15 :	4.13	4.69	4.99	5.47	5.70
Q36	496 Endorse performance ratings	5.13 :	4.40	4.63	5.35	5.50	5.44
R3	501 Counsel civilians on their performance	4.80 :	4.20	4.77	4.87	4.92	5.21
T24	559 Advise the staff	5.21 :	4.57	4.75	5.09	5.36	5.75
T7	542 Make policy decisions	4.59 :	4.09	4.12	4.50	4.92	5.12
T9	544 Provide general direction for organizational planning	4.56 :	3.96	3.98	4.49	5.10	4.96

APPENDIX D
NONCOMMISSIONED OFFICERS
PERCENT PERFORMING FOR STABLE RANK-CRITICAL TASKS

Global Duty A: TRAIN, TEACH, & DEVELOP (Duties A-E, 146 tasks)			Percent Performing				
Task #	Task	:	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
A1	1 Improve performance of subordinates	:	89.6	87.7	86.2	86.6	89.4
A3	3 Develop good work habits in soldiers	:	88.2	85.8	82.5	83.1	83.4
A7	7 Train soldiers to be technically and tactically proficient	:	83.3	81.5	78.6	74.7	70.8
A20	20 Train soldiers to meet time requirements	:	77.9	78.3	76.5	74.7	71.6
A19	19 Train soldiers to do their jobs without supervision	:	82.8	80.8	79.1	76.9	75.5
A13	13 Train soldiers to check their own work	:	85.6	82.7	79.1	76.0	72.4
A4	4 Develop well-trained unit/element	:	69.2	71.4	71.0	74.3	68.6
A12	12 Train soldiers to maintain equipment	:	81.0	78.6	71.2	61.7	52.3
A6	6 Train soldiers for the skills required to pass SQTs	:	82.2	81.2	76.2	68.7	64.9
A11	11 Train soldiers to operate equipment	:	77.8	76.8	69.1	56.7	47.7
A5	5 Train soldiers in common soldier tasks	:	84.9	82.2	78.4	72.5	65.4
A14	14 Train soldiers to recognize ethical dimensions of both their decisions and behaviors	:	71.1	70.0	68.1	72.0	71.3
					(CONTINUED)		

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
A9	9	Train soldiers to support others in combat	65.2	63.7	63.2	60.5	58.4
A18	18	Train soldiers to handle stress	67.5	66.5	65.9	67.5	68.0
A2	2	Develop regular habits of maintenance in the unit	78.6	74.4	69.2	68.5	61.5
A15	15	Crosstrain soldiers	66.2	66.2	62.8	57.8	57.3
B16	37	Teach enlisted soldiers to do their jobs	79.6	80.1	74.3	71.8	68.5
B12	33	Teach enlisted soldiers proper wearing of the Army uniform	82.8	78.2	75.9	77.6	81.7
B3	24	Teach soldiers personal discipline	75.9	75.0	74.0	74.1	74.7
B14	35	Teach enlisted soldiers basic military skills	71.9	70.1	66.3	62.0	52.3
B6	27	Teach soldiers problem solving	66.6	67.0	66.0	68.7	70.7
B18	39	Prepare individuals to appear before review boards	62.1	61.7	55.7	57.9	58.7
B7	28	Teach soldiers general decision-making strategies	62.0	60.9	59.7	64.1	63.8
B2	23	Teach soldiers oral communication	61.5	59.6	61.1	64.7	66.3
B1	22	Teach soldiers written communication	55.0	54.7	58.0	65.0	66.8

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
C4	43	Train subordinates to take initiative	78.0	76.4	74.3	78.2	78.9
C20	59	Provide soldiers the opportunity to receive formal training	58.4	65.3	69.2	73.5	77.0
C13	52	Allow subordinate leaders to learn from their mistakes	61.2	68.2	69.1	74.2	75.8
C18	57	Recommend military training	64.9	70.9	71.5	77.0	81.4
C12	51	Support decisions of subordinate leaders	60.2	67.4	68.4	75.6	78.4
C1	40	Train soldiers in leadership	64.3	70.7	68.9	74.2	77.3
C17	56	Identify potential leaders	56.4	58.5	60.1	65.5	66.1
C19	58	Recommend civilian education	63.7	66.3	64.5	68.8	72.4
C21	60	Provide time for subordinates to participate in self-development programs	58.4	63.1	65.4	71.4	73.0
C8	47	Increase leadership responsibilities of soldiers returning from leadership training courses:	47.6	55.2	54.8	59.7	60.2
C10	49	Provide opportunities for subordinates to lead in your place in garrison	58.4	60.7	57.8	61.5	63.2
C14	53	Teach leaders how to inspect	43.9	51.4	55.8	62.8	59.3
C2	41	Delegate decision-making to subordinates	69.0	70.9	70.3	77.1	76.7
C15	54	Establish leader-development policies	38.0	42.0	45.1	55.4	54.8
C3	42	Delegate authority to the lowest appropriate level	62.3	66.3	67.3	74.2	73.4
(CONTINUED)							

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
C9	48	Rotate subordinates' assignments in order to give them varied experiences	55.4	59.2	55.7	58.7	61.6
C11	50	Provide opportunities for subordinates to lead in your place in the field	49.9	51.8	48.3	47.2	41.6
C7	46	Advise subordinate leaders on ways to resolve ethical conflicts	49.3	53.3	57.6	65.0	70.8

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
D31 91	Train people who are lower in rank than you	:	75.9	77.6	75.1	70.1	64.0
D33 93	Train junior enlisted soldiers	:	64.3	69.1	65.2	59.1	52.8
D32 92	Train your own replacement	:	53.7	56.2	54.8	54.0	44.7
D25 85	Train by demonstrating how it's done (e.g., demonstrate counseling)	:	53.4	57.9	55.9	50.4	41.6
D40 100	Give technical training to subordinates whose MOS/Specialty: Area is the same as yours	:	58.5	62.5	58.8	47.2	38.7
D17 77	Conduct team training	:	52.2	54.4	49.6	39.3	30.7
D16 76	Conduct individual soldier training	:	62.4	66.0	59.3	48.3	38.0
D1 61	Determine what should be trained in garrison	:	48.7	53.2	56.5	59.0	53.3
D3 63	Determine what should be taught in the classroom	:	46.1	55.5	58.0	56.0	52.0
D19 79	Conduct hip-pocket training	:	56.8	56.1	49.4	44.2	34.6
D2 62	Determine what should be trained in the field	:	44.2	48.7	49.0	50.0	44.3
D6 66	Determine the amount of training time	:	43.6	53.7	58.4	51.5	41.1
D7 67	Develop training schedule	:	40.1	48.2	55.8	52.9	38.0
D14 74	Modify training procedures	:	33.9	41.1	47.6	48.1	43.9
D11 71	Plan training programs	:	35.1	42.0	47.9	50.8	47.5
D18 78	Conduct collective training of units larger than teams	:	30.8	35.0	36.9	35.1	30.1
D8 68	Incorporate training into ongoing, 24-hour mission	:	37.6	42.4	45.8	46.2	38.8
D35 95	Train officers	:	26.3	33.2	39.2	46.5	43.6

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
E12 114	Ensure mission accomplishment	:	48.4	47.1	43.4	42.2	39.0
E9 111	Take charge in the absence of instructions from commander	:	41.5	40.9	42.9	44.3	36.8
E16 118	Determine how to accomplish the mission	:	37.1	37.1	35.0	32.7	28.4
E32 134	Maintain communication with the next higher headquarters	:	29.5	30.2	30.3	29.1	22.5
E11 113	State the mission	:	37.1	38.1	36.0	32.1	29.0
E30 132	Ensure that vehicles are refueled	:	40.5	37.8	33.8	27.5	18.6
E18 120	Direct tactical security in the field	:	26.0	26.5	27.8	25.7	21.1
E15 117	Obtain operation order	:	27.5	28.7	27.8	24.8	20.2
E43 145	Assure timely resupply of ammunition and/or food during combat exercises	:	19.7	20.6	23.4	25.3	18.2
E41 143	Enforce sleep plans	:	28.6	28.2	29.2	24.4	17.2
E4 106	Establish maintenance priorities in the field	:	32.2	34.5	31.7	28.1	21.4
E25 127	Prepare the unit to move out	:	24.7	28.4	31.5	32.5	20.8
E40 142	Develop sleep plans for continuous operations	:	29.8	29.1	29.9	25.6	18.2
E34 136	Monitor the radio	:	36.7	32.4	28.6	24.4	17.5
E8 110	Enforce the Laws of War (including the Geneva and Hague conventions)	:	29.3	28.0	27.7	26.5	23.4
E38 140	Plan for prompt medical attention for battle casualties	:	20.9	20.4	21.6	21.8	15.8
E5 107	Monitor logistics in the field	:	20.8	24.7	28.2	36.0	33.9

(CONTINUED)

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
E17 119	Take charge of tactics in the field	:	26.0	26.2	24.9	21.3	16.5
E24 126	Set up command post	:	20.4	21.7	25.2	27.9	21.1
E33 135	Direct communications in the field	:	21.7	22.9	23.2	20.6	15.1
E1 103	Lead troops into combat-type situations	:	29.7	29.1	25.3	22.4	18.5
E42 144	Set meal times	:	21.5	21.9	24.2	25.6	16.0
E7 109	Control spread of fear in combat-type situations	:	24.7	23.2	21.3	21.0	19.4
E27 129	Position the elements of your unit	:	19.4	22.1	24.4	24.1	16.5
E37 139	Issue warning orders	:	20.6	21.6	22.0	18.4	14.4
E13 115	Decide on courses of action for the battleplan	:	21.1	20.7	20.4	19.5	16.9
E39 141	Oversee evacuation of casualties	:	18.4	18.7	19.4	20.3	14.4
E44 146	Assess battle damage	:	18.4	18.6	20.6	18.9	15.7

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

Task #	Task	Percent Performing				
		SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
F7	153 Motivate soldiers to carry out the mission	67.8	65.4	63.4	64.8	63.5
F1	147 Motivate subordinates	77.5	75.9	76.8	78.9	79.5
F13	159 Motivate soldiers to perform maintenance	61.7	59.7	54.9	51.3	44.6
F4	150 Motivate troops to become more aggressive	44.2	43.0	43.5	40.9	40.1
F11	157 Motivate soldiers who have attitude problems	65.2	66.1	63.4	62.7	64.0
F8	154 Maintain troop interest in training in garrison	54.9	56.1	52.8	53.5	50.3
F3	149 Motivate troops to sustain combat-ready teams	35.5	34.4	33.6	32.6	28.3
F6	152 Motivate subordinates to take on special projects with short suspenses	45.0	47.6	52.7	60.7	58.1
F12	158 Motivate soldiers to reenlist	57.5	61.0	60.8	64.3	67.9
F10	156 Keep soldiers motivated under sleep deprivation conditions	39.4	36.9	35.1	31.7	23.6
F5	151 Motivate troops to close with the enemy	26.6	24.7	22.9	20.9	21.3
F2	148 Motivate superiors	45.6	46.1	52.1	60.6	56.5

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G1	160	Set the example	88.2	86.2	87.0	88.6	92.1
G11	170	Recognize soldier accomplishments	71.6	73.0	73.4	75.9	80.0
G2	161	Demonstrate Army values	74.0	75.9	77.8	81.1	83.7
G30	189	On daily basis, have face-to-face contact with immediate subordinates	62.2	64.8	66.7	71.1	66.8
G7	166	Give your soldiers the best leaders available	41.8	46.6	51.3	55.7	56.7
G21	180	Remain available to immediate subordinates until they finish for the day	66.3	65.5	65.5	68.9	65.1
G24	183	Share the hardships with soldiers in the field	52.2	48.5	46.4	43.3	37.3
G27	186	Conduct inspections	57.0	58.7	60.6	66.7	59.9
G16	175	Distribute details evenly among subordinate units	35.1	37.1	38.5	43.3	48.8
G31	190	Coach subordinates on career development	49.9	54.7	60.3	68.9	68.6
G37	196	Require subordinates to maintain military bearing and appearance in the field	50.4	51.5	48.5	49.0	45.2
G14	173	Provide challenges to keep up motivation	50.8	53.8	53.9	56.6	55.1
G23	182	In combat/combat-type situations, remain with the element you lead	30.8	29.9	29.4	26.5	23.0
G3	162	Demonstrate expertise on weapons subordinates use	47.8	46.1	46.0	40.0	34.2
G29	188	Brief the unit on its weaknesses	26.4	28.8	37.9	49.9	42.9

(CONTINUED)

			Percent Performing				
Task	#	Task	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G12	171	Inform unit about why you rewarded an individual	48.0	51.1	54.0	57.4	56.4
G13	172	Encourage competition for Soldier-of-the-Month/Quarter/Year	49.7	52.0	56.8	60.9	66.9
G10	169	Give pep talks	63.6	63.7	65.6	66.4	68.6
G28	187	Brief the unit on its strengths	25.8	28.5	37.9	48.7	41.9
G17	176	Reduce the number of training distractors	37.3	42.8	47.2	49.9	48.4
G42	201	Identify potential suicides	36.8	42.4	45.0	50.8	45.7
G32	191	Arrange for soldiers to get time off	63.2	63.2	65.8	68.0	59.2
G8	167	Provide resources needed to fight the battle	27.4	27.7	27.5	27.9	24.2
G9	168	Explain why tasks need to be done	65.5	67.0	65.4	64.9	63.2
G22	181	Train subordinates in realistic combat situations/exercises	33.3	33.8	31.8	30.0	25.9
G5	164	Use the authority of the commander	36.8	37.8	40.6	43.2	40.1
G33	192	Obtain input from subordinates for SOPs	37.9	42.8	48.7	55.0	49.7
G15	174	Develop tasks to relieve boredom	49.9	52.2	47.7	46.1	39.1
G25	184	Encourage higher-level leaders to visit troops in the danger area	23.7	23.2	25.9	25.6	25.9
G26	185	Motivate good maintenance by requiring soldiers to stay with vehicles until they work	37.6	37.1	32.9	30.2	23.0
G36	195	Give detailed guidance to get the task done	60.6	61.5	57.8	59.7	48.0
			(CONTINUED)				

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G18	177	Motivate subordinates by helping them with their tasks	72.6	67.9	63.6	60.0	49.8
G38	197	Promote a unit theme which states desired goals	25.5	27.0	30.5	36.3	30.9
G41	200	Act as a mediator in disputes	45.1	46.3	50.4	56.8	54.2
G34	193	Monitor remedial PT	33.6	38.3	44.9	50.2	47.8
G20	179	Accompany immediate subordinates on unpleasant tasks	61.7	57.4	54.7	54.3	47.7
G4	163	Direct/lead from a forward position in the battle	26.2	26.1	23.5	20.7	18.8
G19	178	Refrain from doing subordinates' jobs	62.6	60.3	61.9	60.4	58.1
G35	194	Eat chow with subordinates	58.2	56.0	56.6	58.8	55.7

Task #	Task	Percent Performing				
		SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
H8	209 Encourage subordinates to set standards higher than required	48.9	51.5	53.8	60.5	60.4
H33	234 Inform newcomers of the priorities of the unit	41.1	42.9	49.2	56.9	57.3
H22	223 Attend ceremonies for subordinates	41.3	46.5	54.8	60.8	65.1
H42	243 Make the soldier feel needed by the unit	45.5	48.8	51.4	58.5	59.9
H32	233 Establish procedures for reception/integration of newcomers	32.2	36.6	44.8	52.9	55.3
H13	214 Encourage members of the group to rely on one another	43.3	44.3	49.4	49.2	42.5
H19	220 Act as a buffer between superior and subordinates	48.7	51.4	59.4	65.8	65.7
H29	230 Dispel rumors	44.8	48.5	57.0	64.7	68.5
H12	213 Assign new soldiers to train with experienced buddy pairs	37.9	41.0	43.8	43.6	33.4
H16	217 Develop close working relationship with subordinates	51.6	50.3	50.4	54.9	51.2
H40	241 Communicate the unit mission	33.7	36.5	41.7	51.1	48.6
H39	240 Instill belief that your unit is better than other units	39.4	42.4	44.0	50.9	45.8
H30	231 Talk to subordinates about causes for low morale in the unit	48.5	48.6	52.3	55.1	54.8
H20	221 Act as a buffer between enlisted and officers	36.5	42.4	52.6	61.7	64.9
H31	232 Resolve conflicts among the troops	47.8	48.0	53.9	58.7	51.7
H28	229 Identify sources of discontent	33.8	37.6	46.1	55.8	56.1

(CONTINUED)

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
H49	250	Welcome the soldier's family into the unit	29.2	33.7	39.5	48.4	48.6
H41	242	Align individual and unit goals	28.3	30.2	34.1	43.0	38.0
H9	210	Encourage the unit to critique its own performance	22.2	25.2	32.7	39.3	36.3
H10	211	Ask subordinate leaders what should be trained	27.0	34.4	41.4	48.1	45.2
H15	216	Encourage informal leaders to help others obtain unit objectives	22.9	25.3	31.1	34.4	31.7
H2	203	Hold group planning sessions with subordinates	32.9	34.7	45.3	50.8	48.3
H3	204	Hold group problem-solving sessions with subordinates	35.4	37.6	43.9	48.2	42.5
H11	212	Obtain subordinate input to clarify unit goals	23.0	25.0	30.0	38.9	34.6
H45	246	Encourage organization of unit sports teams	31.1	33.4	36.5	46.7	45.2
H21	222	Require attendance at military ceremonies (e.g., parades, award ceremonies)	33.2	40.0	46.7	57.6	63.0
H38	239	Promote shared unit standards as a basis for unit membership	28.0	26.8	32.2	41.1	40.2
H1	202	Train all of your unit members together	33.0	36.0	39.3	38.0	32.9
H14	215	Upgrade informal leaders to legitimate leader positions	21.5	23.9	29.1	31.3	28.4
H50	251	Arrange gatherings with troops and their families	24.9	28.0	33.2	43.7	41.3
H52	253	Encourage attendance at dining out	25.4	30.6	37.8	48.9	58.2
(CONTINUED)							

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
H23	224	Conduct memorial services for unit's dead	21.2	20.6	21.2	23.8	26.1
H44	245	Provide opportunities for the unit to compete against other units	22.4	26.3	28.9	37.2	38.4
H37	238	Promote shared values as a basis for acceptance by unit members	27.1	26.5	31.9	39.4	41.1
H51	252	Develop bonds among families in the unit	22.8	24.5	29.1	38.1	37.0
H34	235	Initiate hail-and-farewell	23.8	26.5	30.3	43.8	49.2
H48	249	Arrange unit social functions (picnics, group outings)	25.0	27.2	35.4	47.6	48.3
H5	206	Position unit facilities together (e.g., barracks, orderly room, etc.)	18.7	18.2	20.7	26.7	19.1
H35	236	Encourage emphasis on unit symbols (e.g., emblems, customs, songs, motto)	23.0	24.1	28.2	37.8	36.3
H36	237	Familiarize the soldier with the history of the unit	28.4	27.8	31.9	39.0	39.8
H43	244	Encourage soldiers to join military associations (e.g., AUSA, NCOA, branch associations)	35.9	38.1	43.1	54.0	60.4
H6	207	Promote the concept of cohort units	18.1	16.4	18.5	18.7	19.6

Task #	Task	Percent Performing				
		SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
I1	254 Tell soldiers when they are performing well	76.7	77.2	77.5	80.9	83.7
I6	259 Recommend subordinates for promotion	54.3	60.0	63.5	66.6	64.4
I7	260 Recommend awards for soldiers	49.4	58.2	64.5	69.1	74.1
I2	255 Give formal positive counseling statements	58.9	63.3	66.1	68.7	67.4
I16	269 Counsel subordinates about potential disciplinary action	54.1	59.6	63.3	66.6	62.7
I11	264 Make the decision to give a soldier time off	51.4	58.3	65.6	68.5	62.4
I19	272 Discipline subordinates for inappropriate behavior	46.6	50.9	52.6	57.3	50.6
I17	270 Recommend disciplinary actions	50.1	55.4	60.0	65.2	64.0
I5	258 Write letters of appreciation to recognize subordinates' performance	32.3	42.2	50.2	60.0	65.7
I26	279 Give verbal reprimand	42.1	46.5	54.1	57.4	58.5
I28	281 Assign extra training/ corrective training	35.4	38.5	40.1	46.0	32.9
I20	273 Report discipline problems to superiors	52.8	52.8	55.8	60.5	56.4
I10	263 Request time off for a soldier	60.9	59.4	55.3	53.1	43.2
I4	257 Issue certificates of achievement	30.2	38.3	42.9	50.0	51.9
I13	266 Reward achievements by giving more responsibility	40.2	45.0	48.9	51.4	46.7
I18	271 Decide on disciplinary actions	34.3	37.4	40.9	42.7	35.9
(CONTINUED)						

			Percent Performing				
Task #	Task	:	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
I3	256 Tell subordinates what their reward will be for doing a good job	:	49.5	53.6	53.4	55.2	52.0
I22	275 Initiate administrative actions (e.g., Article 15s)	:	22.7	23.0	26.7	33.3	26.7
I12	265 Dismiss subordinates before the end of the duty day if they have finished their work	:	47.2	52.1	56.8	60.6	48.3
I27	280 Draft letter of reprimand	:	14.6	18.2	23.4	34.3	34.2

		Percent Performing				
Task #	Task	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
J24	307 Ensure the absence of sexual harassment	46.9	56.6	58.7	66.3	68.2
J25	308 Enforce crime-prevention procedures	42.8	49.6	51.0	57.0	50.0
J9	292 Promote physical fitness	60.9	65.9	70.7	75.2	80.4
J21	304 Avoid fraternization with female soldiers	49.1	53.3	57.0	60.6	62.6
J3	286 Ensure that subordinates follow good health/hygiene practices in the field	50.1	47.2	45.0	45.0	38.2
J4	287 Ensure that rations are issued	36.2	38.7	37.6	38.6	28.9
J15	298 Take care of soldier pay problems	46.7	51.5	56.5	61.4	52.5
J2	285 Ensure that subordinates follow good health/hygiene practices in garrison	60.2	59.8	57.7	61.4	57.3
J10	293 Assist subordinates with their personal problems	63.2	63.9	68.1	71.1	74.2
J27	310 Prepare subordinates for promotions	50.7	55.7	56.9	61.4	50.8
J23	306 Discourage fraternization	49.2	53.9	58.3	62.6	66.0
J1	284 Foster a supportive, caring environment	46.6	50.7	57.9	64.1	68.8
J8	291 Ensure that soldiers' personal property is secure prior to their going to the field	43.7	45.6	41.4	40.3	28.6
J22	305 Avoid fraternization with male soldiers	37.9	41.7	40.8	44.2	43.3
J5	288 Teach soldiers to be self-sufficient	50.2	51.4	49.5	52.2	45.3
J16	299 Make appointments for soldiers with finance	35.3	38.3	42.0	42.6	32.3
						(CONTINUED)

			Percent Performing				
Task	#	Task	: SGT	: SSG	: PSG/ SFC	: 1SG/ MSG	: CSM/ SGM
J6	289	Teach soldiers to be socially responsible	: 47.3	: 49.4	: 49.0	: 53.6	: 52.3
J32	315	Drive drunk subordinates home	: 38.9	: 38.7	: 39.4	: 37.6	: 28.0
J17	300	Personally hand pay voucher to all subordinates	: 37.6	: 44.7	: 49.4	: 42.7	: 26.6
J14	297	Respond to concerns of soldiers' parents	: 23.7	: 25.2	: 29.4	: 37.7	: 33.2
J13	296	Ensure that spouses are aware of schedule for upcoming FTXs	: 25.0	: 25.1	: 26.8	: 29.2	: 24.2
J20	303	Act as sponsor for newly-arrived soldiers	: 48.9	: 51.7	: 51.9	: 46.8	: 40.5
J28	311	Facilitate soldier outprocessing	: 30.0	: 35.4	: 40.6	: 45.1	: 31.2
J7	290	Teach soldiers about sexually transmitted diseases	: 39.8	: 41.5	: 40.2	: 43.4	: 36.0
J29	312	Identify and promote individual subordinate's interests (e.g., sports, hobbies)	: 38.2	: 40.8	: 42.3	: 43.9	: 38.2
J26	309	Check on chow line	: 24.8	: 29.3	: 34.8	: 40.8	: 35.6
J30	313	Provide time for subordinates to do personal errands (e.g., haircut)	: 56.7	: 57.6	: 61.6	: 58.1	: 47.0
J18	301	Provide survivor benefits information to soldiers/families	: 21.1	: 24.3	: 28.0	: 32.2	: 27.6
J12	295	Conduct "We Care Day" for dependents	: 17.0	: 18.9	: 20.0	: 24.6	: 25.8
J11	294	Advise subordinates on how to deal with spouses	: 35.2	: 36.6	: 40.5	: 45.6	: 42.7

Global Duty C: RESOURCE
(Duty K, 40 tasks)

Task	# Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
K1	317	Manage time	60.3	67.2	77.1	80.8	75.6
K2	318	Manage people/manpower	52.3	60.0	69.0	73.1	73.1
K3	319	Manage information	51.2	59.1	69.1	77.1	69.3
K22	338	Determine your own responsibilities	43.7	43.1	50.8	62.7	62.1
K9	325	Seek ways to improve productivity	54.7	62.7	69.6	73.9	72.2
K32	348	Gather information needed to do the job right	43.8	43.1	49.2	54.5	50.6
K4	320	Manage things (money, supplies, equipment, etc.)	51.3	57.2	62.0	67.5	56.4
K6	322	Solve each problem in order of priority	54.5	59.6	66.5	74.3	67.9
K34	350	Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)	40.8	44.5	52.2	55.9	41.6
K5	321	Conduct crisis management (put out fires)	33.4	40.7	57.5	70.7	70.0
K38	354	Ensure that needed equipment/material is available	32.7	36.5	42.8	44.4	31.4
K7	323	Decide on changes in scheduled activities	32.8	42.4	53.2	61.2	52.8
K8	324	Determine time soldiers are dismissed for the day	33.9	42.7	50.8	53.5	37.4
K39	355	Use statistics to assess how well unit is performing	13.6	15.8	24.6	35.4	31.4
K35	351	Monitor/delegate activities that must be integrated	13.8	13.8	20.5	27.3	23.9

(CONTINUED)

Task	# Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
K24	340	Assign additional duties (e.g., security, EEO, arms room)	13.7	15.8	23.6	40.6	30.1
K25	341	Assign individual soldiers to details (e.g., painting barracks, raking)	31.8	33.7	38.0	39.4	26.2
K19	335	Recommend compassionate reassignment or hardship discharge	11.2	13.0	14.6	24.6	29.3
K14	330	Select/hand-pick technical experts for the unit	12.1	13.1	13.9	18.8	25.6

Global Duty D: Provide Direction
(Duties L-T, 204 tasks)

			Percent Performing				
Task #	Task		SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
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L3	359	Ensure that subordinates use complete/up-to-date manuals	38.1	42.9	50.0	59.1	50.5
L13	369	Edit and proofread written materials	24.2	33.1	48.3	67.2	64.4
L14	370	Supervise completion of reports	16.2	24.1	34.9	50.0	42.9
L12	368	Ensure personnel follow proper procedures in filling out paperwork	34.6	39.7	45.3	54.8	43.3
L1	357	Supervise administrative services	15.8	16.4	28.0	49.0	51.4
L15	371	Write status reports	24.3	28.9	40.8	47.4	31.8
L5	361	Establish SOPs for your unit	18.2	25.4	35.8	53.5	41.3
L2	358	Organize office staff	13.0	15.4	24.1	46.6	43.6
L7	363	Revise SOPs	19.9	26.9	40.3	57.8	47.7
L4	360	Submit after-action reports	20.3	29.3	40.9	51.5	46.6
L17	373	Write letters of instruction	16.2	23.4	33.5	45.8	47.0
L16	372	Write technical reports	14.1	19.5	26.8	33.1	26.7
L23	379	Decide where to route task requests	9.9	12.7	20.3	34.8	35.7
L9	365	Develop emergency preparedness and evacuation plans	11.8	14.3	17.2	27.7	22.0
L24	380	Approve paperwork for your unit	8.5	10.2	13.8	31.0	24.8
L20	376	Write information papers	9.8	15.3	22.3	35.8	42.7
L6	362	Develop SOPs to be used by other units	10.1	12.2	16.2	23.7	23.6

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
M1	383	Respond to the needs of other units	22.5	26.4	36.2	50.4	53.3
M20	402	Develop rapport with civilian community	11.9	12.1	12.5	18.8	24.5
M2	384	Coordinate drug and alcohol counseling programs with outside agencies	11.5	14.1	14.9	28.3	17.9
M11	393	Develop network with others throughout the Army	11.4	10.7	15.6	21.6	22.5
M12	394	Perform duties of safety officer	9.6	12.0	16.9	19.7	16.5
M18	400	Coordinate work with civilian specialists	11.6	10.8	14.0	19.3	21.0
M9	391	Recognize Allied country military codes/customs	12.6	13.4	12.5	16.3	16.8
M6	388	Coordinate with other U.S. military services (e.g., Air Force, Navy)	12.0	14.9	17.2	24.1	28.0
M4	386	Integrate different types of units into the mission	8.8	10.1	11.4	15.2	16.8

Task	#	Task		Percent Performing				
				SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
			:					
N1	403	Supervise U.S. soldiers	:	68.2	67.1	74.3	75.3	77.0
N5	407	Supervise male soldiers	:	68.2	69.3	71.4	74.0	71.7
N9	411	Supervise soldiers who supervise others	:	20.7	36.5	50.3	59.0	58.9
N6	408	Supervise female soldiers	:	42.9	45.6	48.3	55.6	51.2
N7	409	Supervise personnel attached to the unit	:	25.5	24.5	26.8	35.2	30.1
N16	418	Supervise subordinates in a variety of MOS/Specialty Areas	:	20.0	22.7	30.1	42.8	40.8
N17	419	Supervise soldiers, most of whom live on post	:	52.0	49.1	46.0	43.8	32.5
N10	412	Supervise subordinates who are older than you	:	38.6	39.2	39.5	42.6	32.6
N14	416	Supervise subordinates on different shifts	:	18.9	18.8	19.2	23.4	17.4
N8	410	Supervise personnel assigned to another unit	:	14.6	17.9	16.8	18.6	19.9
N13	415	Supervise subordinates who are not highly motivated	:	50.8	48.3	48.7	50.2	40.7
N3	405	Supervise U.S. civilians	:	13.0	16.4	20.0	25.8	35.6

Task	#	Task	:	Percent Performing				
				SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
015	437	Keep soldiers informed about the current situation	:	51.0	53.1	58.0	62.7	55.3
04	426	Encourage subordinates to provide positive feedback	:	51.8	55.6	61.4	68.5	74.5
010	432	Provide subordinates with guidelines to follow	:	45.1	52.1	58.0	62.1	58.4
01	423	Establish communication channels	:	45.3	50.7	56.7	64.9	71.6
02	424	Encourage upward communication	:	51.5	54.3	61.9	69.4	75.6
011	433	Communicate the intent of the commander	:	30.9	36.8	44.8	57.9	55.1
03	425	Encourage downward communication	:	45.6	50.3	59.5	68.2	73.9
05	427	Encourage subordinates to provide constructive criticism	:	47.8	51.5	59.9	66.1	71.0
08	430	Tell subordinates what their critical tasks are	:	43.3	47.0	48.7	50.9	42.2
06	428	Evaluate communication channels	:	27.7	31.7	40.8	53.4	54.2
018	440	Check that bulletin boards are current	:	35.0	38.2	44.6	52.6	38.4
014	436	Give information briefings	:	34.8	39.6	50.8	55.9	54.3
012	434	Conduct meetings	:	32.2	38.7	54.6	64.4	66.8
09	431	Tell subordinates daily what their tasks are	:	50.1	52.6	49.2	45.1	30.0
017	439	Make sure that subordinates backbrief operations orders	:	16.2	15.8	17.7	20.5	15.8

Task	#	Task		Percent Performing				
				SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
			:					
P1	444	Provide positive feedback to higher-ranked individuals	:	53.0	54.1	65.7	73.6	75.9
			:					
P17	460	On a regular basis, respond to direct taskings from several individuals	:	29.4	29.4	42.7	50.6	42.7
			:					
P6	449	Explain the "why" of things to higher-ranked individuals	:	41.3	44.5	50.2	59.4	53.7
			:					
P2	445	Provide constructive criticism to individuals one rank higher	:	47.3	46.3	52.6	54.4	41.8
			:					
P16	459	Provide input to inspectors from higher headquarters	:	19.8	23.2	33.2	44.9	44.7
			:					
P5	448	Provide superiors with information about the enemy situation	:	19.5	17.8	17.7	17.8	13.0
			:					
P3	446	Provide constructive criticism to individuals two ranks higher	:	42.7	38.0	43.0	41.2	37.3
			:					
P4	447	Provide constructive criticism to individuals more than two ranks higher	:	38.6	37.8	47.7	54.0	55.0
			:					
P11	454	Make presentations at decision briefings	:	14.7	18.5	25.5	35.1	40.7
			:					
P8	451	Backbrief operation orders	:	16.1	16.1	18.1	18.9	15.4
			:					
P13	456	Convince the commander to change the SOP	:	15.4	19.5	26.0	36.5	35.4
			:					
P14	457	Advise higher-ranked leaders from other US/foreign services	:	9.8	10.8	10.2	11.6	12.4
			:					

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
Q10	470	Check that subordinates accomplish assigned tasks	60.7	62.9	64.7	65.0	58.5
Q4	464	Monitor troop appearance	55.9	56.9	63.2	69.2	73.1
Q31	491	Assess potential of subordinates	33.1	37.6	45.9	51.1	51.2
Q5	465	Monitor safety practices in subordinate leader's units	21.0	25.6	34.1	40.3	42.7
Q26	486	Inspect work upon its completion by subordinates	49.7	50.8	51.0	49.3	37.4
Q30	490	Evaluate individual soldier performance against established standards	33.6	40.4	45.9	49.8	43.3
Q9	469	Check that subordinates are at their appointed place of duty	60.7	63.1	65.2	66.2	59.2
Q3	463	Check equipment of subordinates	46.9	47.2	44.8	46.4	32.3
Q13	473	Identify soldiers who need special training to increase competence	43.5	50.4	50.8	47.6	42.1
Q7	467	Monitor quarters/barracks in subordinate leader's unit	21.7	23.8	29.1	33.1	33.2
Q11	471	Monitor subordinates as they do technical tasks	49.7	55.2	51.8	48.6	38.2
Q6	466	Monitor maintenance in subordinate leaders' units	18.5	22.3	28.8	32.8	32.1
Q20	480	Evaluate group performance	20.3	24.5	30.1	34.8	31.4
Q14	474	Conduct external evaluations/inspections	20.6	27.6	32.4	36.8	36.5
Q17	477	Conduct safety inspections	23.4	31.5	35.5	42.8	34.9
Q15	475	Conduct courtesy evaluations/inspections	20.9	29.6	33.7	39.8	41.5
			(CONTINUED)				

Task	#	Task	:	Percent Performing				
				SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
Q8	468	Inspect immediate subordinates' living quarters	:	43.8	43.9	39.8	39.1	30.6
Q25	485	Evaluate group/unit readiness for combat	:	13.2	15.4	21.5	26.7	22.7
Q28	488	Check with people who rely on the work/products of your subordinates	:	26.2	31.4	35.7	36.9	32.9
Q1	461	Monitor tasks being performed at the same time at different locations	:	26.2	30.1	39.6	44.6	43.6
Q12	472	Keep job books (or the equivalent) for subordinates	:	46.3	49.3	44.3	36.1	24.7
Q16	476	Conduct health and welfare inspections	:	21.8	27.8	34.0	39.3	25.9
Q22	482	Conduct after action reviews (AARs)	:	14.0	18.1	26.2	27.3	26.6
Q27	487	Inspect after your subordinate leaders inspect	:	22.1	31.0	36.6	37.4	29.5
Q23	483	Develop technical tests to assess soldier performance (e.g., identification of vehicle:	:	19.4	22.8	25.5	22.1	14.6
Q21	481	Act as observer/controller for field exercises	:	12.4	16.6	20.9	23.2	23.1
Q18	478	Administer drug abuse screening procedures	:	14.6	15.9	16.7	25.2	13.0
Q2	462	Monitor rear detachment organization	:	12.8	14.9	16.1	21.8	20.5
Q34	494	Write civilian performance appraisals	:	7.3	10.8	12.2	15.0	20.2

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
R1	499	Counsel male soldiers on their performance	63.1	67.5	70.4	73.6	76.2
R6	504	Communicate performance standards to subordinate	50.2	58.1	62.1	66.0	62.0
R11	509	Make on-the-spot corrections	70.6	74.4	74.8	78.2	81.8
R10	508	Counsel subordinate leaders on correcting their subordinates	28.3	43.6	52.4	59.1	60.2
R5	503	Write counseling statements	59.8	65.1	69.4	72.1	67.7
R19	517	Counsel soldiers on their careers	44.5	55.2	61.6	69.7	72.7
R2	500	Counsel female soldiers on their performance	38.9	43.9	42.2	53.8	61.6
R4	502	Document performance problems of subordinates	42.8	51.3	56.7	60.6	53.7
R7	505	Counsel soldiers on wearing the proper uniform	59.2	64.3	65.5	69.4	70.5
R12	510	Give reception and integration counseling	26.3	31.0	36.1	41.2	38.7
R21	519	Counsel soldiers on drug abuse	38.2	42.0	46.4	52.9	50.2
R8	506	Counsel soldiers on observing posted directives	45.3	50.9	54.7	62.1	59.3
R20	518	Counsel soldiers on alcohol abuse	39.6	43.8	49.0	55.3	52.6
R9	507	Counsel soldiers on military courtesy	53.6	60.2	62.7	67.5	68.5
R24	522	Refer soldiers to other counselors	40.0	48.9	54.1	60.7	58.9
R23	521	Identify soldiers who may have undisclosed personal problems	39.0	41.4	48.2	54.0	50.9

(CONTINUED)

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
R16	514	Counsel soldiers on finances	38.8	44.1	51.3	56.8	52.6
R18	516	Counsel soldiers on spouse abuse	26.0	31.0	35.7	44.2	39.6
R17	515	Counsel soldiers on child abuse	26.5	30.6	35.0	42.2	38.2
R15	513	Counsel soldiers on family problems	32.2	37.4	45.3	54.8	52.0
S13	535	Ensure readiness of your unit/element	26.8	29.0	38.2	46.2	39.1
S8	530	Enforce standards for your unit/element	30.5	32.2	41.9	52.8	50.8
S1	523	Lead the unit/element without much direct supervision	22.8	27.3	36.2	45.9	39.1
S6	528	Establish standards for your unit/element	21.2	23.6	33.1	44.7	37.4
S7	529	Clarify standards for your unit/element	22.3	25.7	34.9	47.8	40.4
S11	533	Determine the critical tasks of the overall mission	21.6	25.4	34.2	42.7	35.4
S10	532	Determine how to accomplish the mission according to doctrine	24.6	28.9	37.5	46.4	38.4
S3	525	Communicate mission purpose	21.2	24.0	30.3	40.0	35.4
S9	531	Identify alternative courses of action	25.1	28.6	39.3	50.3	46.0
S12	534	Determine task milestones	18.6	22.3	31.1	39.8	35.2
S4	526	Establish short-term unit/element objectives	18.6	22.3	31.2	40.3	30.6
(CONTINUED)							

Task	#	Task	Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
S5	527	Establish long-term unit/ element goals	17.6	21.0	30.4	38.7	31.5
S2	524	Establish the mission for the subordinate unit	13.7	15.4	19.7	24.2	18.8
T3	538	Determine organizational priorities	11.8	11.7	16.8	23.9	27.8
T23	558	Establish the level at which decisions are made	7.1	7.8	8.8	11.0	12.4
T22	557	Design organizational chain of communication	6.1	6.0	6.6	10.1	11.8

APPENDIX E
NONCOMMISSIONED OFFICERS
PERCENT PERFORMING FOR NON-STABLE RANK-CRITICAL TASKS

Global Duty A: TRAIN, TEACH, & DEVELOP
(Duties A-E, 146 tasks)

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
C6	45	Advise superiors on leadership issues	56.7	60.0	67.5	77.4	84.8
C5	44	Develop counseling skills of subordinate leaders	51.3	60.6	63.4	72.1	74.5
C16	55	Implement leader-development policies	39.3	45.5	47.4	57.0	58.1
D34	94	Train NCOs	43.7	59.9	65.5	71.9	70.8
D28	88	Evaluate the trainers	27.3	38.2	51.9	56.1	55.1
D27	87	Train the trainers	27.1	38.0	51.0	53.0	49.5
D13	73	Evaluate effectiveness of training	37.9	46.5	59.0	65.3	65.7
D12	72	Evaluate training programs	34.5	43.5	54.1	63.9	66.9
D26	86	Monitor instructor/trainer preparation	23.7	34.6	45.0	46.5	46.3
D22	82	Instruct NCO development classes	25.7	37.6	46.4	51.8	61.3
D21	81	Instruct in a branch school or training center	19.3	28.8	31.3	21.2	19.7
E3	105	Monitor field training	24.6	28.5	37.6	42.1	42.5
E26	128	Assist the commander with maneuver of the unit	19.5	21.5	26.7	29.7	24.8
E31	133	Dispatch vehicles	36.5	31.9	25.7	18.2	14.0

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

			Percent Performing				
Task	#	Task	SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
G6	165	Foster a positive command climate	32.5	35.2	42.5	53.2	56.4
H7	208	Reward the unit	17.5	19.0	23.4	34.6	27.8
H4	205	Hold formations	30.9	39.6	44.5	43.4	25.9
H27	228	Monitor unit cohesion	20.4	22.8	30.4	42.4	44.4
H25	226	Assess the climate of the unit	21.1	21.1	30.4	41.5	42.5
H26	227	Set unit climate	20.6	21.3	28.3	38.0	37.6
I9	262	Approve recommendations for awards	19.9	22.8	23.7	28.8	38.5
I8	261	Recommend awards for civilians	18.4	21.7	22.6	28.3	38.8

Global Duty C: RESOURCE
(Duty K, 40 tasks)

Task	# Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
K17	333	Make duty assignments for enlisted personnel	16.0	18.8	25.2	41.7	53.9
K26	342	Develop Order of Merit List (OML)	11.9	13.8	19.9	32.7	31.1
K40	356	Monitor property management of the unit	11.8	15.1	21.0	37.4	29.7
K16	332	Approve placement of new personnel	12.8	14.6	20.2	34.5	50.0
K23	339	Task units to fill details	12.5	13.0	19.0	31.6	33.4
K15	331	Screen acceptance of incoming personnel	13.5	15.0	19.3	30.8	43.0
K11	327	Requisition personnel assigned to the post for your unit	11.2	11.9	12.2	18.8	25.2

Global Duty D: Provide Direction
(Duties L-T, 204 tasks)

Task #	Task		Percent Performing				
			SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
L10	366 Administer Soldier-of-the-Month/Quarter/Year board	:	8.4	11.9	19.2	30.6	36.3
L11	367 Administer promotion boards	:	8.4	10.0	16.2	27.2	32.1
L8	364 Approve SOPs	:	10.2	11.8	16.5	26.5	29.8
L25	381 Process soldier for elimination	:	10.3	11.7	14.9	29.4	14.4
M5	387 Coordinate with other branches within the Army	:	11.2	13.9	19.2	28.1	36.2
M3	385 Coordinate unit activities with other types of units	:	10.7	13.0	15.5	27.4	28.0
O19	441 Act as a senior advisor	:	20.7	24.2	39.7	54.9	65.1
O13	435 Conduct close to 100% formations	:	18.3	23.0	28.6	34.9	18.2
P15	458 Represent the soldiers to the commander	:	27.4	29.5	39.3	52.2	54.0
P10	453 Keep the commander informed about people-problems	:	26.9	34.1	47.3	61.7	68.3
P9	452 Act at the commander's "eyes and ears"	:	25.3	29.7	39.8	55.4	60.4
P12	455 Influence the philosophy of the commander	:	16.8	20.1	29.3	43.7	46.7

Task	#	Task		Percent Performing				
				SGT	SSG	PSG/ SFC	1SG/ MSG	CSM/ SGM
Q32	492	Write EERs	:	17.2	47.4	65.5	72.4	70.3
Q24	484	Assess whether overall unit mission is being accomplished:	:	13.1	18.1	26.5	40.6	39.4
Q35	495	Review performance ratings	:	8.9	13.4	19.2	27.7	35.6
Q19	479	Determine whether a unit drug problem exists	:	14.0	15.8	16.4	28.8	21.4
Q38	498	Serve on selection and/or promotion boards	:	11.6	19.2	33.7	48.9	51.7
Q36	496	Endorse performance ratings	:	9.5	14.0	20.3	26.0	25.3
R3	501	Counsel civilians on their performance	:	14.5	18.3	18.5	22.7	30.4
T24	559	Advise the staff	:	10.1	13.0	20.3	30.6	46.9
T7	542	Make policy decisions	:	10.1	11.9	13.6	21.8	25.0
T9	544	Provide general direction for organizational planning	:	10.0	10.4	13.1	20.8	22.2

APPENDIX F

NONCOMMISSIONED OFFICERS PERCENT PERFORMING BY RANK (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by rank is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the noncommissioned officers.

NONCOMMISSIONED OFFICERS
PERCENT PERFORMING BY RANK
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #			SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM

			A. Train Soldiers				
1	+	:	X	X	X	X	X
2	+	:	X	X	X	X	
3	+	:	X	X	X	X	X
4	+	:	X	X	X	X	X
5	+	:	X	X	X	X	
6	+	:	X	X	X	X	
7	+	:	X	X	X	X	X
8		:					
9	+	:					
10		:					
11	+	:	X	X	X		
12	+	:	X	X	X		
13	+	:	X	X	X	X	X
14	+	:	X	X	X	X	X
15	+	:					
16		:					
17	-	:					
18	+	:	X			X	X
19	+	:	X	X	X	X	X
20	+	:	X	X	X	X	X
21		:					

			B. Teach Soldiers				
22	+	:					X
23	+	:					
24	+	:	X	X	X	X	X
25		:					
26		:					
27	+	:		X		X	X
28	+	:					
29		:					
30		:					
31		:					
32		:					
33	+	:	X	X	X	X	X
34		:					
35	+	:	X	X			
36		:					
37	+	:	X	X	X	X	X
38		:					
39	+	:					

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
C. Develop Leaders						
40	+		X	X	X	X
41	+	X	X	X	X	X
42	+			X	X	X
43	+	X	X	X	X	X
44	+				X	X
45	+			X	X	X
46	+					X
47	+					
48	+					
49	+					
50	+					
51	+		X	X	X	X
52	+		X	X	X	X
53	+					
54	+					
55	+					
56	+					
57	+		X	X	X	X
58	+				X	X
59	+			X	X	X
60	+				X	X
D. Plan and Conduct Training						
61	+					
62	+					
63	+					
64	:					
65	:					
66	+					
67	+					
68	+					
69	:	*	*	*	*	*
70	:	*	*	*	*	*
71	+					
72	+					X
73	+					
74	+					
75	:	*	*	*	*	*
76	+					
77	+					*
78	+	*				*
79	+					
80	:	*	*	*	*	*
81	+	*	*	*	*	*
82	+	*				

(CONTINUED)

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
83	:	*	*	*	*	*
84	:	*	*	*	*	*
85	+ :					
86	+ :	*				
87	+ :	*				
88	+ :	*				
89	:					
90	:					
91	+ :	X	X	X	X	
92	+ :					
93	+ :		X			
94	+ :				X	X
95	+ :	*	*		*	*
96	:	*	*	*	*	*
97	:	*	*	*	*	*
98	- :	*	*	*	*	*
99	:	*	*	*	*	*
100	+ :					*
101	:					*
102	:	*	*	*	*	*

E. Train in the Field
to Enter Combat

103	+ :	*	*	*	*	*
104	:	*	*	*	*	*
105	+ :	*	*			
106	+ :	*		*	*	*
107	+ :	*	*	*		
108	:	*	*	*	*	*
109	+ :	*	*	*	*	*
110	+ :	*	*	*	*	*
111	+ :					
112	:	*	*	*	*	*
113	+ :				*	*
114	+ :					
115	+ :	*	*	*	*	*
116	:	*	*	*	*	*
117	+ :	*	*	*	*	*
118	+ :				*	*
119	+ :	*	*	*	*	*
120	+ :	*	*	*	*	*
121	:	*	*	*	*	*
122	:	*	*	*	*	*
123	:	*	*	*	*	*
124	:	*	*	*	*	*
125	:	*	*	*	*	*
126	+ :	*	*	*	*	*

(CONTINUED)

TASK #	:	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
127	+	:	*	*	*	*	*
128	+	:	*	*	*	*	*
129	+	:	*	*	*	*	*
130		:	*	*	*	*	*
131		:	*	*	*	*	*
132	+	:				*	*
133	+	:		*	*	*	*
134	+	:	*	*	*	*	*
135	+	:	*	*	*	*	*
136	+	:		*	*	*	*
137		:	*	*	*	*	*
138		:	*	*	*	*	*
139	+	:	*	*	*	*	*
140	+	:	*	*	*	*	*
141	+	:	*	*	*	*	*
142	+	:	*	*	*	*	*
143	+	:	*	*	*	*	*
144	+	:	*	*	*	*	*
145	+	:	*	*	*	*	*
146	+	:	*	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM

	:	F. Motivate Others				
	:	(The What)				
147	+ :	X	X	X	X	X
148	+ :					
149	+ :				*	*
150	+ :					
151	+ :	*	*	*	*	*
152	+ :					
153	+ :	X				
154	+ :					
155	:	*	*	*	*	*
156	+ :				*	*
157	+ :					
158	+ :					*
159	+ :					

	:	G. Motivate Others				
	:	(The How)				
160	+ :	X	X	X	X	X
161	+ :	X	X	X	X	X
162	+ :					
163	+ :	*	*	*	*	*
164	+ :					
165	+ :	*				
166	+ :					
167	+ :	*	*	*	*	*
168	+ :		X			
169	+ :					X
170	+ :	X	X	X	X	X
171	+ :					
172	+ :					X
173	+ :					
174	+ :					
175	+ :					
176	+ :					
177	+ :	X	X			
178	+ :					
179	+ :					
180	+ :				X	
181	+ :	*		*	*	*
182	+ :	*	*	*	*	*
183	+ :					
184	+ :	*	*	*	*	*

(CONTINUED)						

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
185	+ :			*	*	*
186	+ :				X	
187	+ :	*	*			
188	+ :	*	*			
189	+ :			X	X	X
190	+ :				X	X
191	+ :				X	
192	+ :					
193	+ :					
194	+ :					
195	+ :					
196	+ :					
197	+ :	*	*	*		*
198	:	*	*	*	*	*
199	:	*	*	*	*	*
200	+ :					
201	+ :					

H. Develop Unit Cohesion

202	+ :	*				*
203	+ :	*				
204	+ :					
205	+ :	*				*
206	+ :	*	*	*	*	*
207	+ :	*	*	*	*	*
208	+ :	*	*	*		*
209	+ :					
210	+ :	*	*	*		
211	+ :	*				
212	+ :	*	*	*		
213	+ :					
214	+ :					
215	+ :	*	*	*	*	*
216	+ :	*	*	*		*
217	+ :					
218	:					
219	:					
220	+ :					
221	+ :					
222	+ :	*				
223	+ :					
224	+ :	*	*	*	*	*
225	:	*	*	*	*	*
226	+ :	*	*	*		

(CONTINUED)

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
227	+ :	*	*	*		
228	+ :	*	*	*		
229	+ :					
230	+ :					X
231	+ :					
232	+ :					
233	+ :	*				
234	+ :					
235	+ :	*	*	*		
236	+ :	*	*	*		
237	+ :	*	*	*		
238	+ :	*	*	*		
239	+ :	*	*	*		
240	+ :					
241	+ :					
242	+ :	*	*			
243	+ :					
244	+ :					
245	+ :	*	*	*		
246	+ :	*				
247	:	*	*	*		
248	:	*	*	*	*	*
249	+ :	*	*			
250	+ :	*				
251	+ :	*	*	*		
252	+ :	*	*	*		
253	+ :	*	*			

I. Reward and Discipline Subordinates						
254	+ :	X	X	X	X	X
255	+ :				X	X
256	+ :					
257	+ :	*				
258	+ :	*				
259	+ :					
260	+ :				X	X
261	+ :	*	*	*	*	
262	+ :	*	*	*	*	
263	+ :					
264	+ :				X	
265	+ :					
266	+ :					
267	:	*	*	*		
268	:	*	*	*	*	*
269	+ :					
270	+ :					
271	+ :					

(CONTINUED)

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
<hr/>						
272	+ :					
273	+ :					
274	:	*	*	*	*	*
275	+ :	*	*	*	*	*
276	:	*	*	*	*	*
277	:	*	*	*	*	*
278	:			*	*	*
279	+ :					
280	+ :	*	*	*		
281	+ :					*
282	:	*	*	*	*	*
283	:	*	*	*	*	*
<hr/>						
J. Take Care of Soldiers						
284	+ :					X
285	+ :					
286	+ :					*
287	+ :					
288	+ :					
289	+ :					
290	+ :					
291	+ :					*
292	+ :			X	X	X
293	+ :			X	X	X
294	+ :					
295	+ :					
296	+ :	*	*	*	*	*
297	+ :	*	*	*		*
298	+ :					
299	+ :					*
300	+ :					*
301	+ :	*	*	*	*	*
302	:	*	*	*		*
303	+ :					
304	+ :					
305	+ :					
306	+ :					
307	+ :					X
308	+ :					
309	+ :	*	*			
310	+ :					
311	+ :	*				*
312	+ :					
313	+ :					*
314	:					*
315	+ :					*
316	:	*	*			*

Global Duty C: Resource
(Duty K)

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM

	:	K. Manage Resources				
317	+ :		X	X	X	X
318	+ :			X	X	X
319	+ :			X	X	X
320	+ :				X	
321	+ :				X	X
322	+ :				X	X
323	+ :	*				
324	+ :					
325	+ :			X	X	X
326	:	*	*	*	*	*
327	+ :	*	*	*	*	*
328	:	*	*	*	*	*
329	:	*	*	*	*	*
330	+ :	*	*	*	*	*
331	+ :	*	*	*	*	
332	+ :	*	*	*		
333	+ :	*	*	*		
334	:	*	*	*	*	*
335	+ :	*	*	*	*	*
336	:	*	*	*	*	*
337	:	*	*	*	*	*
338	+ :					
339	+ :	*	*	*	*	
340	+ :	*	*	*		*
341	+ :	*				*
342	+ :	*	*	*	*	*
343	:	*	*	*	*	*
344	:	*	*	*	*	*
345	:	*	*	*	*	*
346	:	*	*	*	*	*
347	:	*	*	*	*	*
348	+ :					
349	:	*	*	*	*	*
350	+ :					
351	+ :	*	*	*	*	*
352	:	*	*	*	*	*
353	:	*	*	*	*	*
354	+ :	*				*
355	+ :	*	*	*		*
356	+ :	*	*	*		*

Global Duty D: Provide Direction
(Duties L-T)

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM

	:	L. Perform/Supervise				
	:	Administrative Functions				
357	+ :	*	*	*		
358	+ :	*	*	*		
359	+ :					
360	+ :	*	*			
361	+ :	*	*			
362	+ :	*	*	*	*	*
363	+ :	*	*			
364	+ :	*	*	*	*	*
365	+ :	*	*	*	*	*
366	+ :	*	*	*	*	
367	+ :	*	*	*	*	*
368	+ :					
369	+ :	*	*		X	
370	+ :	*	*			
371	+ :	*	*			*
372	+ :	*	*	*	*	*
373	+ :	*	*			
374	:	*	*	*	*	*
375	:	*	*	*	*	*
376	+ :	*	*	*		
377	:	*	*	*	*	*
378	:	*	*	*	*	*
379	+ :	*	*	*		
380	+ :	*	*	*	*	*
381	+ :	*	*	*	*	*
382	:	*	*	*	*	*

	:	M. Coordinate with Others				
	:	Outside the Unit				
383	+ :	*	*			
384	+ :	*	*	*	*	*
385	+ :	*	*	*	*	*
386	+ :	*	*	*	*	*
387	+ :	*	*	*	*	
388	+ :	*	*	*	*	*
389	:	*	*	*	*	*
390	:	*	*	*	*	*
391	+ :	*	*	*	*	*
392	:	*	*	*	*	*
393	+ :	*	*	*	*	*
394	+ :	*	*	*	*	*
395	:	*	*	*	*	*

(CONTINUED)						

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
396	:	*	*	*	*	*
397	:	*	*	*	*	*
398	:	*	*	*	*	*
399	- :	*	*	*	*	*
400	+ :	*	*	*	*	*
401	:	*	*	*	*	*
402	+ :	*	*	*	*	*

N. Supervise Others

403	+ :	X	X	X	X	X
404	:	*	*	*	*	*
405	:	*	*	*	*	*
406	+ :	*	*	*	*	*
407	+ :	X	X	X	X	X
408	+ :					
409	+ :	*	*	*		*
410	+ :	*	*	*	*	*
411	+ :	*				
412	+ :					*
413	:	*	*	*	*	*
414	:	*	*			
415	+ :					
416	+ :	*	*	*	*	*
417	:	*	*	*	*	*
418	+ :	*	*	*		
419	+ :					*
420	:					
421	:	*	*	*	*	*
422	:	*	*	*	*	*

O. Maintain 2-Way Information
Exchange with Subordinates

423	+ :					X
424	+ :				X	X
425	+ :				X	X
426	+ :				X	X
427	+ :					X
428	+ :	*	*			
429	:	*	*	*	*	*
430	+ :					
431	+ :					*
432	+ :					
433	+ :	*				
434	+ :	*				X
435	+ :	*	*	*		*
436	+ :					
437	+ :	*	*	*	*	*
438	:	*	*	*	*	*

(CONTINUED)

TASK #	:	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
439	+	:	*	*	*	*	*
440	+	:					
441	+	:	*	*			
442		:					
443		:	*	*	*	*	*

	:	:	P. Maintain 2-Way Information Exchange with Superiors				
444	+	:				X	X
445	+	:					
446	+	:					
447	+	:					
448	+	:	*	*	*	*	*
449	+	:					
450		:					
451	+	:	*	*	*	*	*
452	+	:	*	*			
453	+	:	*				X
454	+	:	*	*	*		
455	+	:	*	*	*		
456	+	:	*	*	*		
457	+	:	*	*	*	*	*
458	+	:	*	*			
459	+	:	*	*	*		
460	+	:	*	*			

	:	:	Q. Monitor and Evaluate Performance				
461	+	:	*	*			
462	+	:	*	*	*	*	*
463	+	:					*
464	+	:				X	X
465	+	:	*	*			
466	+	:	*	*	*	*	*
467	+	:	*	*	*	*	*
468	+	:					*
469	+	:					
470	+	:					
471	+	:					
472	+	:					*
473	+	:					
474	+	:	*	*	*		
475	+	:	*	*			
476	+	:	*	*			*
477	+	:	*	*			
478	+	:	*	*	*	*	*

(CONTINUED)							

TASK #	:	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM
<hr/>							
479	+	:	*	*	*	*	*
480	+	:	*	*	*		*
481	+	:	*	*	*	*	*
482	+	:	*	*	*	*	*
483	+	:	*	*	*	*	*
484	+	:	*	*	*		
485	+	:	*	*	*	*	*
486	+	:					
487	+	:	*	*			*
488	+	:	*	*			*
489	:	:	*	*	*	*	*
490	+	:					
491	+	:	*				
492	+	:	*			X	X
493	:	:	*	*	*	*	*
494	+	:	*	*	*	*	*
495	+	:	*	*	*	*	
496	+	:	*	*	*	*	*
497	:	:	*	*	*	*	*
498	+	:	*	*			
<hr/>							
R. Conduct Counseling							
499	+	:		X	X	X	X
500	+	:					
501	+	:	*	*	*	*	*
502	+	:					
503	+	:			X	X	X
504	+	:					
505	+	:				X	X
506	+	:					
507	+	:				X	X
508	+	:	*				
509	+	:	X	X	X	X	X
510	+	:	*	*			
511	:	:	*	*	*		*
512	:	:	*	*	*		*
513	+	:	*				
514	+	:					
515	+	:	*	*			
516	+	:	*	*			
517	+	:				X	X
518	+	:					
519	+	:					
520	:	:	*				
521	+	:					
522	+	:					
<hr/>							

TASK #	:	SGT	SSG	RANK PSG/SFC	1SG/MSG	CSM/SGM

	:	S. Establish Direction of Your Unit/Element				
523	+ :	*	*			
524	+ :	*	*	*	*	*
525	+ :	*	*	*		
526	+ :	*	*	*		*
527	+ :	*	*	*		*
528	+ :	*	*	*		
529	+ :	*	*			
530	+ :	*	*			
531	+ :	*	*			
532	+ :	*	*			
533	+ :	*	*			
534	+ :	*	*	*		
535	+ :	*	*			

	:	T. Provide Input for the Direction of the Larger Organization				
536	:	*	*	*	*	*
537	:	*	*	*	*	*
538	+ :	*	*	*	*	*
539	:	*	*	*	*	*
540	:	*	*	*	*	*
541	:	*	*	*	*	*
542	+ :	*	*	*	*	*
543	:	*	*	*	*	*
544	+ :	*	*	*	*	*
545	:	*	*	*	*	*
546	:	*	*	*	*	*
547	:	*	*	*	*	*
548	:	*	*	*	*	*
549	:	*	*	*	*	*
550	:	*	*	*	*	*
551	:	*	*	*	*	*
552	:	*	*	*	*	*
553	:	*	*	*	*	*
554	:	*	*	*	*	*
555	:	*	*	*	*	*
556	:	*	*	*	*	*
557	+ :	*	*	*	*	*
558	+ :	*	*	*	*	*
559	+ :	*	*	*	*	*
560	:	*	*	*	*	*

Appendix G: For consecutive ranks, differences in percent performing greater than or equal to 10%

PERCENT PERFORMING TASKS:
SGT AND SSG DIFFERENCES
GREATER THAN OR EQUAL TO 10%

TASK #	TASK	SGT	SSG	DIFF
D 6	DETERMINE THE AMOUNT OF TRAINING TIME	43.57	53.74	-10.17
R 19	COUNSEL SOLDIERS ON THEIR CAREERS	44.53	55.17	-10.65
D 26	MONITOR INSTRUCTOR/TRAINER PREPARATION	23.74	34.61	-10.87
D 27	TRAIN THE TRAINERS	27.14	38.04	-10.89
D 28	EVALUATE THE TRAINERS	27.29	38.25	-10.95
D 22	INSTRUCT NCO DEVELOPMENT CLASSES	25.74	37.56	-11.82
R 10	COUNSEL SUBORDINATE LEADERS ON CORRECTING THEIR SUBORDINATES	28.25	43.59	-15.34
M 9	SUPERVISE SOLDIERS WHO SUPERVISE OTHERS	28.71	38.53	-15.82
D 34	TRAIN NCOs	43.71	59.90	-18.19
Q 32	WRITE EERS	17.18	47.43	-30.27

SSG AND PSG/SFC DIFFERENCES
GREATER THAN OR EQUAL TO 10%

TASK #	TASK	SSG	PSG/ SFC	DIFF
P 9	ACT AS THE COMMANDER'S EYES AND EARS	29.75	39.80	-10.05
L 17	WRITE LETTERS OF INSTRUCTION	23.44	33.53	-10.08
M 20	ACT AS A BUFFER BETWEEN ENLISTED AND OFFICERS	42.43	52.63	-10.21
D 28	MONITOR INSTRUCTOR/TRAINER PREPARATION	34.81	44.99	-10.38
L 5	ESTABLISH SOPs FOR YOUR UNIT	25.36	35.78	-10.40
M 2	HOLD GROUP PLANNING SESSIONS WITH SUBORDINATES	34.75	45.28	-10.53
D 12	EVALUATE TRAINING PROGRAMS	43.52	54.07	-10.55
S 9	IDENTIFY ALTERNATIVE COURSES OF ACTION	28.58	39.29	-10.71
L 14	SUPERVISE COMPLETION OF REPORTS	24.06	34.80	-10.84
K 7	DECIDE ON CHANGES IN SCHEDULED ACTIVITIES	42.36	53.21	-10.85
O 14	GIVE INFORMATION BRIEFINGS	39.62	50.83	-11.21
L 4	SUBMIT AFTER-ACTION REPORTS	29.34	40.88	-11.54
L 1	SUPERVISE ADMINISTRATIVE SERVICES	16.45	28.05	-11.60
P 1	PROVIDE POSITIVE FEEDBACK TO HIGHER-RANKED INDIVIDUALS	54.08	65.68	-11.88
L 15	WRITE STATUS REPORTS	28.92	40.81	-11.88
D 13	EVALUATE EFFECTIVENESS OF TRAINING	48.54	59.05	-12.51
D 27	TRAIN THE TRAINERS	38.04	51.05	-13.01
P 10	KEEP THE COMMANDER INFORMED ABOUT PEOPLE-PROBLEMS	34.06	47.38	-13.23
P 17	ON A REGULAR BASIS, RESPOND TO DIRECT TASKINGS FROM SEVERAL INDIVIDUALS	29.40	42.68	-13.28
L 7	REVISE SOPs	26.94	40.30	-13.37
D 28	EVALUATE THE TRAINERS	38.25	51.91	-13.67
M 9	SUPERVISE SOLDIERS WHO SUPERVISE OTHERS	38.53	50.32	-13.79
Q 38	SERVE ON SELECTION AND/OR PROMOTION BOARDS	19.19	33.67	-14.48
L 13	EDIT AND PROOFREAD WRITTEN MATERIALS	33.19	48.31	-15.20
O 19	ACT AS SENIOR ADVISOR	24.19	39.65	-15.46
O 12	CONDUCT MEETINGS	38.73	54.58	-15.85
K 5	CONDUCT CRISIS MANAGEMENT (PUT OUT FIRES)	48.71	57.53	-18.82
Q 32	WRITE EERS	47.43	65.54	-18.11

PERCENT PERFORMING TASKS:

PSG/SFC AND 1SG/MSG DIFFERENCES
GREATER THAN OR EQUAL TO 10%

TASK #	TASK	PSG/ SFC	1SG/ MSG	DIFF
020	TRAIN PEOPLE WHO ARE THE SAME RANK AS YOU	51.41	37.04	13.57
04	WRITE LESSON PLANS	57.53	44.28	13.25
A11	TRAIN SOLDIERS TO OPERATE EQUIPMENT	69.14	56.72	12.43
040	GIVE TECHNICAL TRAINING TO SUBORDINATES WHOSE MOS/SPECIALTY AREA IS THE SAME AS YOURS	58.76	47.28	11.48
016	CONDUCT INDIVIDUAL SOLDIER TRAINING	59.28	48.37	10.90
017	CONDUCT TEAM TRAINING	49.80	39.38	10.22
021	INSTRUCT IN A BRANCH SCHOOL OR TRAINING CENTER	31.29	21.23	10.06

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C 6	ADVISE SUPERIORS ON LEADERSHIP ISSUES	67.48	77.50	-10.01
T 24	ADVISE THE STAFF	20.33	30.58	-10.25
N 45	ENCOURAGE ORGANIZATION OF UNIT SPORTS TEAMS	36.48	46.73	-10.25
C 15	ESTABLISH LEADER-DEVELOPMENT POLICIES	45.13	55.44	-10.31
L 0	DEVELOP EMERGENCY PREPAREDNESS AND EVACUATION PLANS	17.23	27.77	-10.54
P 13	CONVINCE THE COMMANDER TO CHANGE THE SOP	28.03	36.57	-10.54
N 50	ARRANGE GATHERINGS WITH TROOPS AND THEIR FAMILIES	33.17	43.74	-10.57
L 4	SUBMIT AFTER-ACTION REPORTS	40.80	51.54	-10.66
0 8	FOSTER A POSITIVE COMMAND CLIMATE	42.54	53.27	-10.73
Q 20	BRIEF THE UNIT ON ITS STRENGTHS	37.92	48.73	-10.81
K 39	USE STATISTICS TO ASSESS HOW WELL UNIT IS PERFORMING	24.59	35.48	-10.90
N 21	REQUIRE ATTENDANCE AT MILITARY CEREMONIES (E.G., PARADES, AWARD CEREMONIES)	46.72	57.62	-10.90
S 0	ENFORCE STANDARDS FOR YOUR UNIT/ELEMENT	41.89	52.81	-10.92
I 27	DRAFT LETTER OF REPRIMAND	23.36	34.30	-10.94
N 43	ENCOURAGE SOLDIERS TO JOIN MILITARY ASSOCIATIONS (E.G., AUSA, NCOA, BRANCH ASSOCIATIONS)	43.11	54.08	-10.97
L 11	ADMINISTER PROMOTION BOARDS	16.22	27.22	-11.00
S 0	IDENTIFY ALTERNATIVE COURSES OF ACTION	39.29	50.36	-11.07
H 52	ENCOURAGE ATTENDANCE AT DINING OUT	37.78	48.91	-11.13
N 25	ASSESS THE CLIMATE OF THE UNIT	30.43	41.56	-11.14
N 7	REWARD THE UNIT	23.36	34.68	-11.30
L 10	ADMINISTER SOLDIER-OF-THE-MONTH/QUARTER/YEAR BOARD	19.10	30.58	-11.40
K 15	SCREEN ACCEPTANCE OF INCOMING PERSONNEL	19.25	30.85	-11.60
S 6	ESTABLISH STANDARDS FOR YOUR UNIT/ELEMENT	33.09	44.74	-11.64
P 16	PROVIDE INPUT TO INSPECTORS FROM HIGHER HEADQUARTERS	33.17	44.92	-11.75

(CONTINUED)

TASK #	TASK	PSG/ SFC	1SG/ MSG	DIFF
M 3	COORDINATE UNIT ACTIVITIES WITH OTHER TYPES OF UNITS	15.50	27.40	-11.90
K 22	DETERMINE YOUR OWN RESPONSIBILITIES	50.76	62.79	-12.04
M 27	MONITOR UNIT COHESION	30.43	42.47	-12.04
Q 29	BRIEF THE UNIT ON ITS WEAKNESSES	37.85	49.91	-12.06
M 48	ARRANGE UNIT SOCIAL FUNCTIONS (PICNICS, GROUP OUTINGS)	35.40	47.64	-12.24
L 17	WRITE LETTERS OF INSTRUCTION	33.53	45.83	-12.30
Q 19	DETERMINE WHETHER A UNIT DRUG PROBLEM EXISTS	16.44	28.88	-12.42
K 23	TASK UNITS TO FILL DETAILS	18.98	31.58	-12.62
O 6	EVALUATE COMMUNICATION CHANNELS	40.81	53.45	-12.64
M 16	SUPERVISE SUBORDINATES IN A VARIETY OF MOS/SPECIALTY AREAS	30.06	42.83	-12.77
K 26	DEVELOP ORDER OF MERIT LIST (OML)	19.90	32.76	-12.86
S 7	CLARIFY STANDARDS FOR YOUR UNIT/ELEMENT	34.90	47.82	-12.83
P 15	REPRESENT THE SOLDIERS TO THE COMMANDER	39.29	52.27	-12.98
Q 11	COMMUNICATE THE INTENT OF THE COMMANDER	44.77	57.99	-13.21
K 5	CONDUCT CRISIS MANAGEMENT (PUT OUT FIRES)	57.53	70.78	-13.25
M 2	COORDINATE DRUG AND ALCOHOL COUNSELING PROGRAMS WITH OUTSIDE AGENCIES	14.85	29.31	-13.46
M 34	INITIATE HAIL-AND-FAREWELL	30.28	43.83	-13.55
L 20	WRITE INFORMATION PAPERS	22.28	35.84	-13.57
K 31	ADVISE ON COLLECTING MONEY FOR FUNCTIONS	16.80	30.67	-13.87
Q 24	ASSESS WHETHER OVERALL UNIT MISSION IS BEING ACCOMPLISHED	26.46	40.65	-14.19
M 1	RESPOND TO THE NEEDS OF OTHER UNITS	36.19	50.45	-14.26
K 16	APPROVE PLACEMENT OF NEW PERSONNEL	20.19	34.57	-14.38
P 12	INFLUENCE THE PHILOSOPHY OF THE COMMANDER	29.27	43.74	-14.47
L 25	PROCESS SOLDIERS FOR ELIMINATION	14.92	29.40	-14.48
P 10	KEEP THE COMMANDER INFORMED ABOUT PEOPLE-PROBLEMS	47.30	61.80	-14.50
L 23	DECIDE WHERE TO ROUTE TASK REQUESTS	28.26	34.85	-14.59
L 14	SUPERVISE COMPLETION OF REPORTS	34.90	50.00	-15.10
Q 38	SERVE ON SELECTION AND/OR PROMOTION BOARDS	33.67	48.91	-15.24
O 19	ACT AS SENIOR ADVISOR	39.65	54.90	-15.25
P 8	ACT AS THE COMMANDER'S EYES AND EARS	38.80	55.44	-15.65
K 40	MONITOR PROPERTY MANAGEMENT OF THE UNIT	20.98	37.48	-16.50
K 17	MAKE DUTY ASSIGNMENTS FOR ENLISTED PERSONNEL	25.16	41.74	-16.58
K 24	ASSIGN ADDITIONAL DUTIES (E.G., SECURITY, EEO, ARMS ROOM)	23.58	48.65	-17.08
L 24	APPROVE PAPERWORK FOR YOUR UNIT	13.77	31.03	-17.26
L 7	REVISE SOPs	40.30	57.80	-17.50
L 5	ESTABLISH SOPs FOR YOUR UNIT	35.78	53.54	-17.78
L 13	EDIT AND PROOFREAD WRITTEN MATERIALS	48.31	67.24	-18.94
L 1	SUPERVISE ADMINISTRATIVE SERVICES	28.05	49.00	-20.98
L 2	ORGANIZE OFFICE STAFF	24.08	46.64	-22.56

PERCENT PERFORMING TASKS:

1SG/MSG AND CSM/SGM DIFFERENCES
GREATER THAN OR EQUAL TO 10%

TASK #	TASK	1SG/ MSG	CSM/ SGM	DIFF
H 4	HOLD FORMATIONS	43.47	25.93	17.53
O 13	CONDUCT CLOSE TO 100% FORMATIONS	34.94	16.17	18.77
J 17	PERSONALLY HAND PAY VOUCHER TO ALL SUBORDINATES	42.74	26.55	16.19
K 6	DETERMINE TIME SOLDIERS ARE DISMISSED FOR THE DAY	53.54	37.42	16.12
L 15	WRITE STATUS REPORTS	47.46	31.83	15.63
D 9	TELL SUBORDINATES DAILY WHAT THEIR TASKS ARE	45.10	29.97	15.13
D 7	DEVELOP TRAINING SCHEDULE	52.90	36.04	14.86
K 34	DETERMINE WHAT IS NEEDED TO ACCOMPLISH THE MISSION (E.G., AMMUNITION, SUPPLY, TRANSPORTATION, EQUIPMENT)	55.99	41.61	14.37
O 10	CHECK THAT BULLETIN BOARDS ARE CURRENT	52.63	36.35	14.28
Q 3	CHECK EQUIPMENT OF SUBORDINATES	46.46	32.30	14.16
J 26	FACILITATE SOLDIER OUTPROCESSING	45.19	31.21	13.98
Q 16	CONDUCT HEALTH AND WELFARE INSPECTIONS	39.38	25.83	13.45
K 25	ASSIGN INDIVIDUAL SOLDIERS TO DETAILS (E.G., PAINTING BARRACKS, RAKING)	39.47	26.24	13.23
K 36	ENSURE THAT NEEDED EQUIPMENT/MATERIAL IS AVAILABLE	44.46	31.37	13.10
I 26	ASSIGN EXTRA TRAINING/CORRECTIVE TRAINING	46.01	32.82	13.09
P 2	PROVIDE CONSTRUCTIVE CRITICISM TO INDIVIDUALS ONE RANK HIGHER	54.43	41.77	12.66
J 33	ARRANGE TO GET SOLDIERS OUT OF JAIL	39.11	26.86	12.25
L 5	ESTABLISH SOPs FOR YOUR UNIT	53.54	41.30	12.23
Q 16	ADMINISTER DRUG ABUSE SCREENING PROCEDURES	25.23	13.04	12.18
Q 26	INSPECT WORK UPON ITS COMPLETION BY SUBORDINATES	49.36	37.42	11.94
Q 36	GIVE DETAILED GUIDANCE TO GET THE TASK DONE	59.80	47.88	11.82
J 6	ENSURE THAT SOLDIERS' PERSONAL PROPERTY IS SECURE PRIOR TO THEIR GOING TO THE FIELD	40.36	26.57	11.81
I 12	DISMISS SUBORDINATES BEFORE THE END OF THE DUTY DAY IF THEY HAVE FINISHED THEIR WORK	69.07	48.20	11.78
E 25	PREPARE THE UNIT TO MOVE OUT	32.58	20.81	11.77
J 31	PROVIDE SOLDIERS RIDES/TRANSPORTATION	42.11	30.59	11.52
L 12	ENSURE PERSONNEL FOLLOW PROPER PROCEDURES IN FILLING OUT PAPERWORK	54.81	43.32	11.49
Q 12	KEEP JOB BOOKS (OR THE EQUIVALENT) FOR SUBORDINATES	36.12	24.69	11.43
N 17	SUPERVISE SOLDIERS, MOST OF WHOM LIVE ON POST	43.83	32.45	11.38
K 4	MANAGE THINGS (MONEY, SUPPLIES, EQUIPMENT, ETC.)	67.60	56.37	11.24
L 25	PROCESS SOLDIERS FOR ELIMINATION	28.40	18.17	11.23
J 30	PROVIDE TIME FOR SUBORDINATES TO DO PERSONAL ERRANDS (E.G., HAIRCUT)	58.17	47.05	11.12
D 5	DESIGN TRAINING AIDS	40.65	28.66	10.99
J 19	ACT AS CREDIT REFERENCE FOR SUBORDINATES	40.20	28.35	10.85

(CONTINUED)

TASK #	TASK	1SG/ MSG	CSM/ SGM	DIFF
J 27	PREPARE SUBORDINATES FOR PROMOTIONS	61.43	50.78	10.68
K 24	ASSIGN ADDITIONAL DUTIES (E.G., SECURITY, EEO, ARMS ROOM)	40.65	30.12	10.53
M 2	COORDINATE DRUG AND ALCOHOL COUNSELING PROGRAMS WITH OUTSIDE AGENCIES	28.31	17.88	10.46
Q 11	MONITOR SUBORDINATES AS THEY DO TECHNICAL TASKS	48.84	38.20	10.44
D 8	DETERMINE THE AMOUNT OF TRAINING TIME	51.54	41.15	10.39
J 16	MAKE APPOINTMENTS FOR SOLDIERS WITH FINANCE	42.65	32.30	10.35
D 16	CONDUCT INDIVIDUAL SOLDIER TRAINING	48.37	38.04	10.32
M 12	ASSIGN NEW SOLDIERS TO TRAIN WITH EXPERIENCED BUDDY PAIRS	43.65	33.39	10.28
O 18	MOTIVATE SUBORDINATES BY HELPING THEM WITH THEIR TASKS	60.07	49.84	10.23
L 7	REVISE SOPs	57.80	47.67	10.13
M 10	SUPERVISE SUBORDINATES WHO ARE OLDER THAN YOU	42.65	32.61	10.04
I 10	REQUEST TIME OFF FOR A SOLDIER	53.18	43.17	10.01

O 19	ACT AS SENIOR ADVISOR	54.90	65.86	-10.18
I 8	RECOMMEND AWARDS FOR CIVILIANS	28.31	38.82	-10.51
K 17	MAKE DUTY ASSIGNMENTS FOR ENLISTED PERSONNEL	41.74	53.88	-12.14
K 15	SCREEN ACCEPTANCE OF INCOMING PERSONNEL	30.85	43.01	-12.18
K 18	APPROVE PLACEMENT OF NEW PERSONNEL	34.57	50.08	-15.43
T 24	ADVISE THE STAFF	30.58	48.89	-16.31

APPENDIX H

NONCOMMISSIONED OFFICERS PERCENT PERFORMING BY POSITION (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by position is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the noncommissioned officers.

Positions

ASL	=	Assistant Squad Leader
SL	=	Squad Leader
PSG	=	Platoon Sergeant
MSG	=	Master Sergeant
1SG	=	First Sergeant
SGM	=	Sergeant Major
CSM	=	Command Sergeant Major
DSG	=	Drill Sergeant
INST	=	Instructor
OTHER	=	Consists of approximately 1/3 each SGT, SSG, and SFC who were not ASL, SL, PSG, Drill Sergeants, or Instructors

NONCOMMISSIONED OFFICERS
PERCENT PERFORMING BY POSITION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		:	POSITION										
		:	ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER	
		:	A. Train Soldiers										
1	+	:	X	X	X	X	X	X	X	X	X	X	
2	+	:	X	X	X		X		X	X			
3	+	:	X	X	X	X	X	X	X	X	X	X	
4	+	:	X	X	X		X	X	X	X			
5	+	:	X	X	X		X			X		X	
6	+	:	X	X	X		X			X	X	X	
7	+	:	X	X	X	X	X	X	X	X	X	X	
8		:		X	X		X			X			
9	+	:	X	X	X		X			X			
10		:			X					X			
11	+	:	X	X	X		X			X	X		
12	+	:	X	X	X		X			X	X		
13	+	:	X	X	X	X	X	X	X	X	X	X	
14	+	:	X	X	X		X	X	X	X			
15	+	:	X	X	X		X						
16		:		X	X		X						
17	-	:				*		*	*		*	*	
18	+	:	X	X	X		X	X	X	X			
19	+	:	X	X	X	X	X	X	X	X		X	
20	+	:	X	X	X	X	X	X	X	X	X	X	
21		:											
		:	B. Teach Soldiers										
22	+	:			X		X	X					
23	+	:	X	X	X		X	X		X			
24	+	:	X	X	X	X	X	X	X	X			
25		:					X				*		
26		:											
27	+	:	X	X	X		X	X	X	X			
28	+	:	X	X	X		X		X	X			
29		:	X	X	X		X			X			
30		:										*	
31		:										*	
32		:						*			*	*	
33	+	:	X	X	X	X	X	X	X	X		X	
34		:							X		*		
35	+	:	X	X	X		X			X			
36		:						*			*	*	
37	+	:	X	X	X	X	X	X		X	X	X	
38		:										*	*
39	+	:	X	X	X		X						

TASK #		:	POSITION								
			ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST

		:	C. Develop Leaders								
		:									
40	+	:	X	X	X		X	X	X	X	
41	+	:	X	X	X	X	X	X	X	X	
42	+	:	X	X	X	X	X	X	X	X	
43	+	:	X	X	X	X	X	X	X	X	
44	+	:		X	X		X	X	X		
45	+	:		X	X	X	X	X	X		
46	+	:			X		X	X	X		
47	+	:		X	X		X		X		*
48	+	:		X	X		X		X		
49	+	:	X	X	X		X		X		
50	+	:		X	X		X				*
51	+	:	X	X	X	X	X	X	X	X	
52	+	:	X	X	X	X	X	X	X	X	
53	+	:			X		X		X	X	
54	+	:					X		X		*
55	+	:			X		X		X		*
56	+	:		X	X		X		X	X	
57	+	:	X	X	X	X	X	X	X	X	
58	+	:	X	X	X		X	X	X		
59	+	:		X	X	X	X	X	X	X	
60	+	:	X	X	X	X	X	X	X		

		:	D. Plan and Conduct Training								
		:									
61	+	:			X		X		X		*
62	+	:			X		X				*
63	+	:			X		X				
64		:		X	X				*		X
65		:					*		*		X
66	+	:			X		X				
67	+	:			X		X		*		
68	+	:									*
69		:	*	*		*		*	*	*	*
70		:	*	*		*		*	*	*	*
71	+	:									
72	+	:					X		X		
73	+	:					X		X		
74	+	:					X				
75		:	*	*	*	*	*	*	*	*	*
76	+	:	X	X	X				X		
77	+	:		X	X			*			
78	+	:	*			*		*		*	*
79	+	:	X	X	X			*	X	*	
80		:				*		*	*	*	*
81	+	:	*	*	*	*	*	*	*	X	*
82	+	:	*				X		X		*

(CONTINUED)

(CONTINUED)

TASK #		POSITION									
		ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
83	:	*	*	*	*	*	*	*	*	*	*
84	:	*	*	*	*	*	*		*	*	*
85	+	:		X							
86	+	:	*								*
87	+	:	*			X					*
88	+	:	*			X		X			*
89	:						*			X	
90	:								*		
91	+	:	X	X	X	X		X	X	X	
92	+	:									
93	+	:	X	X	X	X				X	
94	+	:		X		X	X	X		X	
95	+	:	*	*					*		*
96	:	*	*	*	*	*	*	*	*		*
97	:	*	*	*	*	*	*	*	*		*
98	-	:	*	*	*	*	*	*	*		*
99	:	*	*	*	*	*	*	*	*	*	*
100	+	:		X	X			*	*		
101	:						*	*	*		*
102	:	*	*		*		*	*	*	*	*

E. Train in the Field
to Enter Combat

103	+	:			*		*	*	*	*	*
104	:	*	*	*	*	*	*	*	*	*	*
105	+	:	*	*	*	X		X		*	*
106	+	:			*		*	*	*	*	*
107	+	:	*	*	*		*		*	*	*
108	:	*	*		*		*	*	*	*	*
109	+	:	*	*	*		*	*	*	*	*
110	+	:			*		*		*	*	*
111	+	:		X	*	X	*		*	*	*
112	:	*	*	*	*		*	*	*	*	*
113	+	:			*		*		*	*	*
114	+	:		X	*				*	*	*
115	+	:	*	*	*	*	*	*	*	*	*
116	:	*	*	*	*	*	*	*	*	*	*
117	+	:	*		*		*	*	*	*	*
118	+	:			*		*	*	*	*	*
119	+	:	*		*		*	*	*	*	*
120	+	:	*		*		*	*	*	*	*
121	:	*	*		*	*	*	*	*	*	*
122	:	*	*	*	*	*	*	*	*	*	*
123	:	*	*	*	*	*	*	*	*	*	*
124	:	*	*	*	*	*	*	*	*	*	*
125	:	*	*		*	*	*	*	*	*	*
126	+	:	*	*	*		*	*	*	*	*

(CONTINUED)

TASK #		:	POSITION								INST	OTHER
			ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG		
127	+	:	*	*		*		*	*	*	*	*
128	+	:	*	*		*		*	*	*	*	*
129	+	:	*	*		*		*	*	*	*	*
130		:	*	*	*	*	*	*	*	*	*	*
131		:	*	*	*	*	*	*	*	*	*	*
132	+	:				*		*	*	*	*	*
133	+	:				*	*	*	*	*	*	*
134	+	:	*			*		*	*	*	*	*
135	+	:	*	*		*		*	*	*	*	*
136	+	:				*		*	*	*	*	*
137		:	*	*		*	*	*	*	*	*	*
138		:	*	*		*	*	*	*	*	*	*
139	+	:	*	*		*	*	*	*	*	*	*
140	+	:	*	*		*		*	*	*	*	*
141	+	:	*	*		*		*	*	*	*	*
142	+	:				*		*	*	*	*	*
143	+	:				*		*	*	*	*	*
144	+	:	*	*		*		*	*	*	*	*
145	+	:	*	*		*		*	*	*	*	*
146	+	:	*	*	*	*		*	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

TASK #		:	POSITION									
			ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
<hr/>												
		:	F. Motivate Others									
		:	(The What)									
147	+	:	X	X	X	X	X	X	X	X		
148	+	:					X		X			
149	+	:				*		*			*	*
150	+	:				*	X			X	*	*
151	+	:	*			*		*			*	*
152	+	:			X		X		X			
153	+	:	X	X	X		X		X	X		
154	+	:		X	X		X		X	X		
155		:	*			*		*		*	*	*
156	+	:				*		*			*	*
157	+	:	X	X	X		X		X	X		
158	+	:		X	X		X		X			
159	+	:	X	X	X		X					
<hr/>												
		:	G. Motivate Others									
		:	(The How)									
160	+	:	X	X	X	X	X	X	X	X	X	X
161	+	:	X	X	X	X	X	X	X	X	X	X
162	+	:				*		*		X	*	*
163	+	:	*			*		*		*	*	*
164	+	:				*	X				*	*
165	+	:					X		X		*	*
166	+	:			X		X		X			
167	+	:	*			*		*		*	*	*
168	+	:	X	X	X		X		X	X		
169	+	:	X	X	X		X		X	X		
170	+	:	X	X	X	X	X	X	X	X		
171	+	:			X		X		X	X		
172	+	:		X	X		X		X			
173	+	:		X	X		X		X	X		
174	+	:			X		X					
175	+	:							X		*	*
176	+	:					X		X			*
177	+	:	X	X	X		X			X		
178	+	:	X	X	X		X		X			
179	+	:	X	X	X		X					
180	+	:	X	X	X		X		X	X		
181	+	:				*		*			*	*
182	+	:				*		*			*	*
183	+	:		X	X		X	*			*	*
184	+	:	*	*		*		*		*	*	*

(CONTINUED)

TASK #		POSITION									
		ASL	SL	PSG	MSG	LSG	SGM	CSM	DSG	INST	OTHER
185	+	:			*		*		*	*	*
186	+	:		X		X		X	X		
187	+	:	*	*		X		X		*	*
188	+	:	*	*		X		X		*	*
189	+	:	X	X	X	X		X	X		
190	+	:		X	X	X		X			
191	+	:	X	X	X	X					
192	+	:				X				*	
193	+	:				X		X	X	*	*
194	+	:		X	X	X		X	X	*	
195	+	:	X	X	X	X			X		
196	+	:		X	X	X		X		*	
197	+	:	*		*		*			*	*
198	:	:	*	*	*		*			*	*
199	:	:	*	*	*		*			*	*
200	+	:			X	X		X	X	*	
201	+	:				X		X	X	*	*

H. Develop Unit Cohesion

202	+	:			*	X	*		X	*	*
203	+	:				X		X		*	*
204	+	:				X				*	*
205	+	:	*		X	*	*		X	*	*
206	+	:	*	*	*	*	*			*	*
207	+	:	*	*	*	*	*		*	*	*
208	+	:	*	*	*	X	*			*	*
209	+	:			X	X		X	X		
210	+	:	*	*	*	X	*			*	*
211	+	:	*			X		X		*	*
212	+	:	*	*	*		*			*	*
213	+	:					*			*	*
214	+	:			X	X			X	*	*
215	+	:	*	*	*		*			*	*
216	+	:	*	*	*		*			*	*
217	+	:			X	X				*	
218	:	:			X	X				*	
219	:	:				X				*	*
220	+	:			X	X		X			
221	+	:			X	X		X		*	
222	+	:				X		X		*	*
223	+	:			X	X		X			
224	+	:	*	*	*	*	*		*	*	*
225	:	:	*	*	*		*		*	*	*
226	+	:	*	*	*	X		X		*	*

(CONTINUED)

TASK #		POSITION									
		ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
227	+	*	*		*	X	*			*	*
228	+	*	*		*	X		X		*	*
229	+					X		X		*	*
230	+			X		X		X	X		
231	+			X		X		X		*	
232	+			X		X		X	X	*	
233	+					X		X		*	*
234	+			X		X		X		*	
235	+	*	*		*	X		X		*	*
236	+	*	*		*		*	X		*	*
237	+	*			*			X		*	*
238	+	*			*			X		*	*
239	+	*			*	X		X		*	*
240	+					X		X		*	*
241	+	*				X		X		*	*
242	+	*			*					*	*
243	+			X		X		X		*	
244	+					X		X		*	*
245	+	*	*		*	X	*			*	*
246	+				*	X		X		*	*
247	:	*			*	X	*			*	*
248	:	*	*	*	*		*		*	*	*
249	+	*	*			X		X		*	*
250	+	*				X		X		*	*
251	+	*			*	X		X		*	*
252	+	*	*		*		*	X		*	*
253	+	*				X		X		*	*

I. Reward and Discipline
Subordinates

254	+	X	X	X	X	X	X	X	X	X	X
255	+		X	X		X	X	X	X		
256	+		X	X		X			X		
257	+					X		X		*	*
258	+					X		X		*	
259	+		X	X		X					
260	+		X	X		X	X	X			
261	+	*	*	*	*	*			*	*	*
262	+	*	*		*				*	*	*
263	+	X	X	X							
264	+		X	X		X					
265	+			X		X					
266	+			X		X				*	
267	:	*	*		*		*		*	*	*
268	:	*			*		*			*	*
269	+		X	X		X		X	X		
270	+		X	X		X		X	X		
271	+				*					*	*

(CONTINUED)

TASK #		POSITION								
		ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST OTHER
272	+	:		X		X			X	
273	+	:		X	X	X		X	X	
274	:	*	*	*	*		*	*		*
275	+	:	*	*	*		*			*
276	:	*	*	*	*	*	*	*	*	*
277	:	*	*	*	*	*	*	*	*	*
278	:	*	*	*	*	*	*	*	*	*
279	+	:				X		X		
280	+	:	*	*	*		*		*	*
281	+	:			*	X	*			*
282	:	*	*	*	*	*	*	*	*	*
283	:	*	*	*	*	*		*	*	*

J. Take Care of Soldiers

284	+	:			X	X		X	X	
285	+	:	X	X	X	X		X	X	
286	+	:		X	X	*	*	X	X	*
287	+	:			*	X	*			*
288	+	:			X	X			X	*
289	+	:				X		X	X	*
290	+	:			*	X				*
291	+	:			X	X	*		X	*
292	+	:	X	X	X	X	X	X	X	
293	+	:	X	X	X	X	X	X	X	
294	+	:				X				*
295	+	:	*	*	*		*			*
296	+	:	*		*		*		*	*
297	+	:	*	*	*	X	*			*
298	+	:		X	X	X		X	X	*
299	+	:			*	X		*	X	*
300	+	:			X		*	*		*
301	+	:	*	*	*		*	*		*
302	:	*			*		*	*	*	*
303	+	:								
304	+	:				X		X	X	
305	+	:								*
306	+	:				X		X	X	
307	+	:			X	X	X	X	X	
308	+	:			X	X		X	X	*
309	+	:	*		*	X	*	X	X	*
310	+	:		X	X	X				*
311	+	:	*			X	*			*
312	+	:				X				*
313	+	:		X	X	X			X	
314	:						*			*
315	+	:			*		*	X		*
316	:	*			*	X	*			*

Global Duty C: Resource
(Duty K)

Duty R/		POSITION									
TASK #	:	ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER

K. Manage Resources											

317	+	:	X	X	X	X	X	X	X		X
318	+	:	X	X	X	X	X	X	X		
319	+	:			X	X	X				
320	+	:			X	X					
321	+	:			X	X	X	X			
322	+	:		X	X	X	X				
323	+	:	*			X					
324	+	:	*			X					
325	+	:	X	X	X	X	X	X			
326	:	*	*	*	*	*	*		*	*	*
327	+	:	*	*	*	*	*		*	*	*
328	:	*	*	*	*	*	*		*	*	*
329	:	*	*	*	*	*	*		*	*	*
330	+	:	*	*	*	*	*		*	*	*
331	+	:	*	*	*	*			*	*	*
332	+	:	*	*	*	*		X	*	*	*
333	+	:	*	*	*	*		X	*	*	*
334	:	*	*	*	*	*	*	*	*	*	*
335	+	:	*	*	*	*	*		*	*	*
336	:	*	*	*	*	*	*		*	*	*
337	:	*	*	*	*	*	*	*	*	*	*
338	+	:				X		X			
339	+	:	*	*	*		*		*	*	*
340	+	:	*	*	*	X	*	*	*	*	*
341	+	:	*	*	*		*	*		*	*
342	+	:	*	*	*	X	*		*	*	*
343	:	*	*	*	*	*	*	*	*	*	*
344	:	*	*	*	*	*	*	*	*	*	*
345	:	*	*	*	*	*	*	*	*	*	*
346	:	*	*	*	*	*	*	*	*	*	*
347	:	*	*	*	*		*		*	*	*
348	+	:									
349	:	*	*	*	*	*	*	*	*	*	*
350	+	:				X					
351	+	:	*	*	*	*	*	*	*	*	*
352	:	*	*	*	*	*	*	*	*	*	*
353	:	*	*	*	*	*	*	*	*	*	*
354	+	:						*			*
355	+	:	*	*	*	*	*			*	*
356	+	:	*	*	*	*	*	*	*	*	*

Global Duty D: Provide Direction
(Duties L-T)

			POSITION									
TASK #	:	:	ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER

			L. Perform/Supervise									
			Administrative Functions									
357	+	:	*	*	*					*	*	*
358	+	:	*	*	*					*	*	*
359	+	:					X			*		
360	+	:	*	*						*	*	*
361	+	:	*	*			X			*	*	*
362	+	:	*	*	*	*	*	*	*	*	*	*
363	+	:	*	*			X			*	*	
364	+	:	*	*	*	*		*	*	*	*	*
365	+	:	*	*	*	*		*	*	*	*	*
366	+	:	*	*	*	*		*	X	*	*	*
367	+	:	*	*	*	*		*	X	*	*	*
368	+	:	*								*	
369	+	:	*	*			X	X		*		
370	+	:	*	*						*	*	*
371	+	:	*	*					*		*	*
372	+	:	*	*	*		*	*	*	*	*	*
373	+	:	*	*	*					*	*	*
374		:		*	*	*	*	*	*	*	*	*
375		:	*	*	*	*	*	*	*	*	*	*
376	+	:	*	*	*		*		*	*	*	*
377		:	*	*	*	*	*	*	*	*	*	*
378		:	*	*	*	*	*	*	*	*	*	*
379	+	:	*	*	*			*	*	*	*	*
380	+	:	*	*	*	*		*	*	*	*	*
381	+	:	*	*	*	*		*	*	*	*	*
382		:	*	*	*	*	*	*	*	*	*	*

			M. Coordinate with Others									
			Outside the Unit									
383	+	:	*	*						*	*	*
384	+	:	*	*	*	*		*	*	*	*	*
385	+	:	*	*	*	*		*		*	*	*
386	+	:	*	*	*	*	*	*	*	*	*	*
387	+	:	*	*	*	*	*		*	*	*	*
388	+	:	*	*	*	*	*	*	*	*	*	*
389		:	*	*	*	*	*	*	*	*	*	*
390		:	*	*	*	*	*	*	*	*	*	*
391	+	:	*	*	*	*	*	*	*	*	*	*
392		:	*	*	*	*	*	*	*	*	*	*
393	+	:	*	*	*	*	*	*	*	*	*	*
394	+	:	*	*	*	*	*	*	*	*	*	*
395		:	*	*	*	*	*	*	*	*	*	*

(CONTINUED)

TASK #		POSITION									
		ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
396	:	*	*	*	*	*	*	*	*	*	*
397	:	*	*	*	*	*	*	*	*	*	*
398	:	*	*	*	*	*	*	*	*	*	*
399	- :	*	*	*	*	*	*	*	*	*	*
400	+ :	*	*	*	*	*	*	*	*	*	*
401	:	*	*	*	*	*	*	*	*	*	*
402	+ :	*	*	*	*	*	*		*	*	*

N. Supervise Others

403	+ :	X	X	X	X	X	X	X	X	X	
404	:	*	*	*	*	*	*	*	*	*	*
405	:	*	*	*	*	*	*	*	*	*	*
406	+ :	*	*	*	*	*	*	*	*	*	*
407	+ :	X	X	X	X	X	X		X	X	
408	+ :										
409	+ :	*	*		*		*		*	*	*
410	+ :	*	*	*	*	*	*	*	*	*	*
411	+ :	*		X		X				*	*
412	+ :						*				*
413	:	*			*		*	*	*	*	*
414	:										*
415	+ :					X					
416	+ :	*	*	*	*	*	*	*	*	*	*
417	:	*	*	*	*	*	*	*	*	*	*
418	+ :	*	*						*	*	*
419	+ :	*									
420	:								*	*	
421	:	*	*	*	*	*	*	*	*	*	*
422	:	*	*	*	*	*	*	*	*	*	*

O. Maintain 2-Way Information
Exchange with Subordinates

423	+ :					X	X	X			
424	+ :			X	X	X	X	X			
425	+ :			X		X	X	X			
426	+ :		X	X		X	X	X			
427	+ :			X		X	X	X			
428	+ :	*				X		X		*	*
429	:	*	*	*	*		*		*	*	*
430	+ :										
431	+ :			X			*	*			
432	+ :			X		X					
433	+ :	*				X		X		*	*
434	+ :			X		X		X		*	
435	+ :	*	*		*	X	*	*		*	*
436	+ :					X					
437	+ :		X	X		X					
438	:	*	*	*	*	*	*	*	*	*	*

(CONTINUED)

TASK #		:	POSITION									
			ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
439	+	:	*	*	*	*		*	*	*	*	*
440	+	:					X				*	*
441	+	:	*	*			X		X		*	*
442		:								*	*	
443		:	*			*		*		*	*	*

P. Maintain 2-Way Information
Exchange with Superiors

444	+	:			X	X	X	X	X			
445	+	:										
446	+	:										
447	+	:										
448	+	:	*	*	*	*	*	*	*	*	*	*
449	+	:										
450		:							X			
451	+	:	*	*	*	*	*	*	*	*	*	*
452	+	:	*	*			X		X		*	*
453	+	:	*				X		X		*	*
454	+	:	*	*	*					*	*	*
455	+	:	*	*		*	X		X		*	*
456	+	:	*	*	*	*		*			*	*
457	+	:	*	*	*	*	*	*	*	*	*	*
458	+	:	*				X		X		*	*
459	+	:	*	*						*	*	*
460	+	:	*	*							*	

Q. Monitor and Evaluate
Performance

461	+	:	*								*	*
462	+	:	*	*	*	*		*		*	*	*
463	+	:			X		X	*			*	*
464	+	:		X	X		X	X	X	X		
465	+	:	*	*		*		*	X		*	*
466	+	:	*	*		*		*	X	*	*	*
467	+	:	*	*		*		*	X		*	*
468	+	:				*		*			*	*
469	+	:	X	X	X		X			X		
470	+	:	X	X	X		X			X		
471	+	:		X	X							
472	+	:		X				*	*		*	
473	+	:			X							
474	+	:	*	*						*	*	*
475	+	:	*	*							*	*
476	+	:	*	*		*	X	*			*	*
477	+	:	*			*	X	*			*	*
478	+	:	*	*	*	*		*	*	*	*	*

(CONTINUED)

TASK #		:	POSITION									
			ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER
479	+	:	*	*	*	*		*		*	*	*
480	+	:	*	*		*		*			*	*
481	+	:	*	*	*	*	*	*	*	*	*	*
482	+	:	*	*	*	*		*			*	*
483	+	:	*	*		*		*			*	*
484	+	:	*	*		*	X			*	*	*
485	+	:	*	*	*	*		*		*	*	*
486	+	:			X							
487	+	:	*			*		*			*	*
488	+	:	*							*	*	*
489		:	*	*		*		*	*	*	*	*
490	+	:										*
491	+	:							X		*	*
492	+	:	*		X	X	X	X				
493		:	*	*	*	*	*	*	*	*	*	*
494	+	:	*	*	*	*	*	*	*	*	*	*
495	+	:	*	*	*	*				*	*	*
496	+	:	*	*	*	*		*	*	*	*	*
497		:	*	*	*	*	*	*	*	*	*	*
498	+	:	*	*			X		X	*	*	*

R. Conduct Counseling

499	+	:	X	X	X	X	X	X	X	X		
500	+	:										
501	+	:	*	*	*	*	*	*	*	*	*	*
502	+	:			X		X					
503	+	:	X	X	X		X	X		X		
504	+	:		X	X		X		X	X		
505	+	:		X	X		X	X	X	X		
506	+	:			X		X		X	X		
507	+	:		X	X		X		X	X		
508	+	:	*		X		X		X		*	*
509	+	:	X	X	X	X	X	X	X	X	X	
510	+	:	*			*					*	*
511		:	*	*		*		*		*	*	*
512		:	*	*		*		*		*	*	*
513	+	:					X		X		*	*
514	+	:			X		X			X	*	*
515	+	:	*			*	X				*	*
516	+	:	*				X				*	*
517	+	:		X	X		X	X	X	X		
518	+	:					X		X		*	*
519	+	:					X		X		*	*
520		:					X			X	*	*
521	+	:					X			X	*	*
522	+	:			X		X		X	X		

TASK #		:	POSITION									
			ASL	SL	PSG	MSG	1SG	SGM	CSM	DSG	INST	OTHER

		:	S. Establish Direction of									
		:	Your Unit/Element									
523	+	:	*				X				*	*
524	+	:	*	*		*		*	*	*	*	*
525	+	:	*	*		*			*	*	*	*
526	+	:	*	*		*		*	*	*	*	*
527	+	:	*	*		*		*	*	*	*	*
528	+	:	*	*			X			*	*	*
529	+	:	*	*			X			*	*	*
530	+	:					X		X	*	*	*
531	+	:	*							*	*	*
532	+	:	*							*	*	*
533	+	:	*	*						*	*	*
534	+	:	*	*					*	*	*	*
535	+	:	*				X			*	*	*

		:	T. Provide Input for the Direction									
		:	of the Larger Organization									
536		:	*	*	*	*	*	*	*	*	*	*
537		:	*	*	*	*	*	*	*	*	*	*
538	+	:	*	*	*	*		*		*	*	*
539		:	*	*	*	*	*	*		*	*	*
540		:	*	*	*	*	*	*	*	*	*	*
541		:	*	*	*	*	*	*	*	*	*	*
542	+	:	*	*	*	*	*	*	*	*	*	*
543		:	*	*	*	*	*	*	*	*	*	*
544	+	:	*	*	*	*	*	*	*	*	*	*
545		:	*	*	*	*	*	*	*	*	*	*
546		:	*	*	*	*	*	*	*	*	*	*
547		:	*	*	*	*	*	*	*	*	*	*
548		:	*	*	*	*	*	*	*	*	*	*
549		:	*	*	*	*	*	*	*	*	*	*
550		:	*	*	*	*	*	*	*	*	*	*
551		:	*	*	*	*	*	*	*	*	*	*
552		:	*	*	*	*	*	*	*	*	*	*
553		:	*	*	*	*	*	*	*	*	*	*
554		:	*	*	*	*	*	*	*	*	*	*
555		:	*	*	*	*	*	*	*	*	*	*
556		:	*	*	*	*	*	*	*	*	*	*
557	+	:	*	*	*	*	*	*	*	*	*	*
558	+	:	*	*	*	*	*	*	*	*	*	*
559	+	:	*	*	*	*	*		*	*	*	*
560		:	*	*	*	*	*	*	*	*	*	*

APPENDIX I

NONCOMMISSIONED OFFICERS PERCENT PERFORMING BY COMBAT ARMS BRANCHES (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by Combat Arms branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the noncommissioned officers.

Combat Arms Branches

01 = Infantry
02 = Engineer
03 = Field Artillery
04 = Air Defense Artillery
05 = Armor
16 = Aviation

NONCOMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT ARMS BRANCHES
(WITH CROSSWALK FOR GRADE-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

(duties A-E)

TASK #		01	02	03	04	05	16
A. Train Soldiers							
1	+	X	X	X	X	X	X
2	+	X	X	X	X	X	
3	+	X	X	X	X	X	X
4	+	X	X	X	X	X	
5	+	X	X	X	X	X	X
6	+	X	X	X	X	X	X
7	+	X	X	X	X	X	X
8	:	X	X	X		X	
9	+	X	X	X		X	
10	:	X		X		X	
11	+	X	X	X	X	X	X
12	+	X	X	X	X	X	X
13	+	X	X	X	X	X	X
14	+	X	X	X	X	X	
15	+	X	X	X			
16	:	X				X	
17	-						*
18	+	X	X	X		X	
19	+	X	X	X	X	X	X
20	+	X	X	X	X	X	X
21	:						
B. Teach Soldiers							
22	+						
23	+	X	X				
24	+	X	X	X	X	X	
25	:						
26	:						
27	+	X	X	X	X	X	
28	+	X					
29	:	X		X		X	
30	:						
31	:						
32	:						
33	+	X	X	X	X	X	X
34	:						*
35	+	X	X	X		X	
36	:						*
37	+	X	X	X	X	X	X
38	:						*
39	+						

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16

	:	C. Develop Leaders					
	:						
40	+ :	X	X	X	X	X	
41	+ :	X	X	X	X	X	X
42	+ :	X	X	X	X	X	X
43	+ :	X	X	X	X	X	X
44	+ :	X	X	X			
45	+ :	X	X	X	X	X	
46	+ :	X					
47	+ :						
48	+ :	X		X			
49	+ :	X	X	X			
50	+ :	X		X			
51	+ :	X	X	X	X	X	
52	+ :	X	X	X	X	X	
53	+ :	X					
54	+ :						*
55	+ :						
56	+ :	X		X			
57	+ :	X	X	X	X	X	X
58	+ :	X	X	X		X	X
59	+ :	X	X	X	X	X	
60	+ :	X	X	X	X		

	:	D. Plan and Conduct Training					
	:						
61	+ :			X			
62	+ :			X			
63	+ :						
64	:						
65	:						
66	+ :						
67	+ :						
68	+ :						
69	:					*	*
70	:				*		*
71	+ :						
72	+ :						
73	+ :						
74	+ :						
75	:	*	*	*	*	*	*
76	+ :	X					
77	+ :						*
78	+ :						
79	+ :						
80	:						*
81	+ :	*	*	*	*	*	*
82	+ :						

(CONTINUED)							

TASK #		COMBAT ARMS					
		01	02	03	04	05	16
83		*	*	*	*	*	*
84		*	*	*	*	*	*
85	+						
86	+						
87	+						
88	+						
89							
90							
91	+	X	X	X	X	X	X
92	+						
93	+	X		X			
94	+					X	
95	+						*
96		*	*	*	*	*	*
97		*	*	*	*	*	*
98	-	*	*	*	*	*	*
99		*	*	*	*	*	*
100	+						
101				*	*		*
102		*	*	*	*	*	*
E. Train in the Field to Enter Combat							
103	+						*
104		*	*	*	*	*	*
105	+						*
106	+						*
107	+				*		*
108			*	*		*	*
109	+			*	*		*
110	+						*
111	+						*
112			*	*	*	*	*
113	+						*
114	+						
115	+		*	*	*	*	*
116			*	*	*	*	*
117	+						*
118	+						*
119	+				*		*
120	+						*
121			*		*	*	*
122		*	*	*	*	*	*
123				*	*	*	*
124				*	*	*	*
125				*	*	*	*
126	+			*		*	*

(CONTINUED)

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16
127	+ :						*
128	+ :				*	*	*
129	+ :			*	*	*	*
130	:		*	*	*	*	*
131	:	*	*	*	*	*	*
132	+ :						*
133	+ :						*
134	+ :						*
135	+ :	*	*	*	*	*	*
136	+ :						*
137	:		*	*	*		*
138	:			*	*	*	*
139	+ :			*	*	*	*
140	+ :		*	*	*		*
141	+ :		*	*	*	*	*
142	+ :						*
143	+ :						*
144	+ :			*	*	*	*
145	+ :			*	*		*
146	+ :		*	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16

	:	F. Motivate Others					
	:	(The What)					
147	+ :	X	X	X	X	X	X
148	+ :						
149	+ :						*
150	+ :	X					
151	+ :				*		*
152	+ :						
153	+ :	X	X	X		X	
154	+ :	X		X			
155	:				*		*
156	+ :						*
157	+ :	X	X	X			
158	+ :	X	X				
159	+ :	X	X				

	:	G. Motivate Others					
	:	(The How)					
160	+ :	X	X	X	X	X	X
161	+ :	X	X	X	X	X	X
162	+ :	X				X	*
163	+ :			*	*		*
164	+ :						
165	+ :						
166	+ :						
167	+ :						*
168	+ :	X	X	X	X		
169	+ :	X	X	X		X	
170	+ :	X	X	X	X	X	X
171	+ :						
172	+ :						
173	+ :						
174	+ :						
175	+ :						
176	+ :						
177	+ :	X	X	X			
178	+ :	X					
179	+ :						
180	+ :	X	X	X	X	X	
181	+ :						*
182	+ :						*
183	+ :	X					
184	+ :		*		*		*

(CONTINUED)							

TASK #	:	COMBAT ARMS					16
		01	02	03	04	05	
185	+						*
186	+	X	X	X		X	*
187	+						*
188	+						*
189	+	X	X	X	X	X	X
190	+						
191	+	X	X	X			
192	+						
193	+						
194	+	X		X			
195	+	X	X				
196	+	X		X			
197	+						*
198	:		*	*	*	*	*
199	:		*	*	*	*	*
200	+						
201	+						

H. Develop Unit Cohesion

202	+						*
203	+						
204	+						*
205	+						*
206	+	*	*	*	*	*	*
207	+	*	*	*	*	*	*
208	+		*	*	*		*
209	+						*
210	+						*
211	+				*		*
212	+						
213	+						
214	+						
215	+		*	*	*	*	*
216	+				*		*
217	+						
218	:						
219	:						
220	+	X					
221	+						
222	+						
223	+						
224	+			*	*	*	*
225	:			*	*	*	*
226	+				*		*

(CONTINUED)

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16
<hr/>							
227	+ :				*		*
228	+ :				*		*
229	+ :						
230	+ :						
231	+ :						
232	+ :						
233	+ :						
234	+ :						
235	+ :						*
236	+ :				*		*
237	+ :						*
238	+ :				*		*
239	+ :						*
240	+ :						
241	+ :						
242	+ :				*		*
243	+ :						
244	+ :						
245	+ :				*		*
246	+ :						*
247	:				*		*
248	:		*	*	*	*	*
249	+ :				*		*
250	+ :				*		*
251	+ :				*		*
252	+ :				*		*
253	+ :						*
<hr/>							
		I. Reward and Discipline					
		Subordinates					
254	+ :	X	X	X	X	X	X
255	+ :	X	X	X		X	
256	+ :						
257	+ :						
258	+ :						
259	+ :	X	X	X			
260	+ :	X	X				*
261	+ :	*	*	*	*	*	*
262	+ :		*	*	*	*	
263	+ :	X					
264	+ :						
265	+ :						
266	+ :						
267	:				*		*
268	:				*		*
269	+ :	X					
270	+ :	X	X	X			
271	+ :						
<hr/>							

(CONTINUED)

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16
<hr/>							
272	+ :						
273	+ :	X					
274	:	*	*	*	*	*	*
275	+ :			*	*		*
276	:	*	*	*	*	*	*
277	:	*	*	*	*	*	*
278	:	*	*	*	*	*	*
279	+ :						
280	+ :	*	*	*	*	*	*
281	+ :						
282	:	*	*	*	*	*	*
283	:	*	*	*	*	*	*
<hr/>							
		J. Take Care of Soldiers					
<hr/>							
284	+ :						
285	+ :	X	X	X			
286	+ :			X			*
287	+ :						*
288	+ :						
289	+ :						
290	+ :						
291	+ :						*
292	+ :	X	X	X	X	X	X
293	+ :	X	X	X	X	X	
294	+ :						*
295	+ :	*	*	*	*	*	*
296	+ :				*		*
297	+ :				*		*
298	+ :	X					
299	+ :						
300	+ :						
301	+ :			*	*		*
302	:				*		*
303	+ :						
304	+ :						
305	+ :						
306	+ :						
307	+ :						
308	+ :						
309	+ :				*		*
310	+ :						
311	+ :						
312	+ :						
313	+ :						
314	:						
315	+ :						*
316	:						*

Global Duty C: Resource
(Duty K)

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16

		K. Manage Resources					
		:					
317	+ :	X	X	X		X	
318	+ :	X	X	X			
319	+ :		X				
320	+ :						
321	+ :						
322	+ :		X				
323	+ :						
324	+ :						
325	+ :		X				
326	:	*	*	*	*	*	*
327	+ :	*	*	*	*	*	*
328	:	*	*	*	*	*	*
329	:	*	*	*	*	*	*
330	+ :	*	*	*	*	*	*
331	+ :	*	*	*	*	*	*
332	+ :	*	*	*	*	*	*
333	+ :	*	*	*	*	*	*
334	:	*	*	*	*	*	*
335	+ :	*	*	*	*	*	*
336	:	*	*	*	*	*	*
337	:	*	*	*	*	*	*
338	+ :						
339	+ :	*	*	*	*	*	*
340	+ :	*	*	*	*	*	*
341	+ :						
342	+ :	*	*	*	*	*	*
343	:	*	*	*	*	*	*
344	:	*	*	*	*	*	*
345	:	*	*	*	*	*	*
346	:	*	*	*	*	*	*
347	:	*	*	*	*	*	*
348	+ :						
349	:	*	*	*	*	*	*
350	+ :						
351	+ :	*	*	*	*	*	*
352	:	*	*	*	*	*	*
353	:	*	*	*	*	*	*
354	+ :						
355	+ :	*	*	*	*	*	*
356	+ :	*	*	*	*	*	*

Global Duty D: Provide Direction
(Duties L-T)

		COMBAT ARMS					
TASK #		01	02	03	04	05	16
		L. Perform/Supervise Administrative Functions					
357	+	*	*	*	*	*	*
358	+	*	*	*	*	*	*
359	+						
360	+						
361	+		*	*	*		*
362	+	*	*	*	*	*	*
363	+		*	*	*	*	
364	+	*	*	*	*	*	*
365	+	*	*	*	*	*	*
366	+	*	*	*	*	*	*
367	+	*	*	*	*	*	*
368	+						
369	+						
370	+	*	*	*	*	*	*
371	+		*	*	*		
372	+	*	*	*	*	*	*
373	+	*	*	*	*	*	*
374	:	*	*	*	*	*	*
375	:	*	*	*	*	*	*
376	+	*	*	*	*	*	*
377	:	*	*	*	*	*	*
378	:	*	*	*	*	*	*
379	+	*	*	*	*	*	*
380	+	*	*	*	*	*	*
381	+	*	*	*	*	*	*
382	:	*	*	*	*	*	*
		M. Coordinate with Others Outside the Unit					
383	+	*		*	*		*
384	+	*	*	*	*	*	*
385	+	*	*	*	*	*	*
386	+	*	*	*	*	*	*
387	+	*	*	*	*	*	*
388	+	*	*	*	*	*	*
389	:	*	*	*	*	*	*
390	:	*	*	*	*	*	*
391	+	*	*	*	*	*	*
392	:	*	*	*	*	*	*
393	+	*	*	*	*	*	*
394	+	*	*	*	*	*	*
395	:	*	*	*	*	*	*

(CONTINUED)

TASK #		COMBAT ARMS					
		01	02	03	04	05	16
396		*	*	*	*	*	*
397		*	*	*	*	*	*
398		*	*	*	*	*	*
399	-	*	*	*	*	*	*
400	+	*	*	*	*	*	*
401		*	*	*	*	*	*
402	+	*	*	*	*	*	*

N. Supervise Others

403	+	X	X	X	X	X	X
404		*	*	*	*	*	*
405		*	*	*	*	*	*
406	+	*	*	*	*	*	*
407	+	X	X	X	X	X	X
408	+	*	*	*	*	*	*
409	+	*	*	*	*	*	*
410	+	*	*	*	*	*	*
411	+						
412	+						
413		*	*	*	*	*	
414							
415	+						
416	+	*	*	*	*	*	*
417		*	*	*	*	*	*
418	+	*	*	*	*	*	*
419	+						
420							
421		*	*	*	*	*	*
422		*	*	*	*	*	*

O. Maintain 2-Way Information
Exchange with Subordinates

423	+						
424	+						
425	+						
426	+					X	
427	+						
428	+						
429		*	*	*	*	*	*
430	+						
431	+						
432	+						
433	+						
434	+						
435	+			*	*		*
436	+						
437	+						
438			*	*	*	*	*

(CONTINUED)

TASK #		COMBAT ARMS					
		01	02	03	04	05	16
439	+		*	*	*	*	*
440	+						
441	+						*
442	:						
443	:			*	*		*

	:	P. Maintain 2-Way Information					
	:	Exchange with Superiors					
444	+						
445	+						
446	+						
447	+						
448	+		*	*	*	*	*
449	+						
450	:						
451	+	*	*	*	*	*	*
452	+						*
453	+						
454	+	*	*	*	*	*	*
455	+			*	*		*
456	+		*	*	*	*	*
457	+	*	*	*	*	*	*
458	+						
459	+	*	*	*	*		
460	+						

	:	Q. Monitor and Evaluate					
	:	Performance					
461	+						*
462	+	*	*	*	*	*	*
463	+						
464	+		X				
465	+						*
466	+			*	*		*
467	+			*	*		*
468	+						
469	+	X	X	X	X		
470	+	X	X				
471	+						
472	+						
473	+						
474	+			*	*		*
475	+						*
476	+			*	*		*
477	+						*
478	+	*	*	*	*	*	*

(CONTINUED)							

		COMBAT ARMS					
TASK #	:	01	02	03	04	05	16
<hr/>							
479	+ :	*	*	*	*	*	*
480	+ :		*	*	*		*
481	+ :	*	*	*	*	*	*
482	+ :		*	*	*		*
483	+ :	*	*	*	*		*
484	+ :	*	*	*	*		*
485	+ :	*	*	*	*	*	*
486	+ :						
487	+ :						*
488	+ :			*	*	*	
489	:	*	*	*	*	*	*
490	+ :						
491	+ :						
492	+ :						
493	:	*	*	*	*	*	*
494	+ :	*	*	*	*	*	*
495	+ :	*	*	*	*	*	*
496	+ :	*	*	*	*	*	*
497	:	*	*	*	*	*	*
498	+ :			*	*	*	*
<hr/>							
		R. Conduct Counseling					
499	+ :	X	X	X	X	X	X
500	+ :	*	*			*	
501	+ :	*	*	*	*	*	*
502	+ :						
503	+ :	X	X	X	X	X	
504	+ :						
505	+ :	X	X	X	X		
506	+ :						
507	+ :	X	X				
508	+ :						
509	+ :	X	X	X	X	X	X
510	+ :						*
511	:			*	*	*	*
512	:			*	*		*
513	+ :						
514	+ :						
515	+ :						*
516	+ :						*
517	+ :						
518	+ :						
519	+ :						
520	:						
521	+ :						
522	+ :						
<hr/>							

		COMBAT ARMS					
TASK #		01	02	03	04	05	16
		S. Establish Direction of Your Unit/Element					
523	+						*
524	+	*	*	*	*	*	*
525	+			*	*		*
526	+			*	*		*
527	+			*	*		*
528	+						*
529	+						*
530	+						*
531	+						*
532	+						*
533	+			*	*		*
534	+			*	*		*
535	+						*
		T. Provide Input for the Direction of the Larger Organization					
536		*	*	*	*	*	*
537		*	*	*	*	*	*
538	+	*	*	*	*	*	*
539		*	*	*	*	*	*
540		*	*	*	*	*	*
541		*	*	*	*	*	*
542	+	*	*	*	*	*	*
543		*	*	*	*	*	*
544	+	*	*	*	*	*	*
545		*	*	*	*	*	*
546		*	*	*	*	*	*
547		*	*	*	*	*	*
548		*	*	*	*	*	*
549		*	*	*	*	*	*
550		*	*	*	*	*	*
551		*	*	*	*	*	*
552		*	*	*	*	*	*
553		*	*	*	*	*	*
554		*	*	*	*	*	*
555		*	*	*	*	*	*
556		*	*	*	*	*	*
557	+	*	*	*	*	*	*
558	+	*	*	*	*	*	*
559	+	*	*	*	*	*	*
560		*	*	*	*	*	*

APPENDIX J

NONCOMMISSIONED OFFICERS PERCENT PERFORMING BY COMBAT SUPPORT BRANCHES (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by Combat Support branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the noncommissioned officers.

Combat Support Branches

07 = Land Combat/Sys Maint
08 = Signal
10 = Chemical
17 = Military Police
18 = Military Intelligence

NONCOMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT SUPPORT BRANCHES
(WITH CROSSWALK FOR GRADE-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		COMBAT SUPPORT				
		07	08	10	17	18
<hr/>						
A. Train Soldiers						
1	+	X	X	X	X	X
2	+	X	X	X	X	
3	+	X	X	X	X	X
4	+		X	X	X	
5	+	X	X	X	X	X
6	+	X	X	X	X	
7	+	X	X	X	X	X
8	:					
9	+					
10	:					*
11	+	X	X	X		
12	+	X	X	X	X	
13	+	X	X	X	X	X
14	+		X		X	
15	+					
16	:					
17	-	*		*	*	*
18	+				X	
19	+	X	X	X	X	X
20	+	X	X		X	X
21	:			*		
<hr/>						
B. Teach Soldiers						
22	+				X	
23	+				X	
24	+	X	X		X	
25	:					
26	:				X	
27	+		X		X	
28	+				X	
29	:					
30	:					
31	:					
32	:	*		*		*
33	+	X	X	X	X	X
34	:					
35	+		X		X	
36	:	*				*
37	+	X	X		X	
38	:					*
39	+					
<hr/>						

		COMBAT SUPPORT				
TASK #	:	07	08	10	17	18
<hr/>						
	:	C. Develop Leaders				
	:					
40	+ :		X		X	
41	+ :	X	X		X	
42	+ :		X		X	
43	+ :	X	X		X	X
44	+ :				X	
45	+ :				X	
46	+ :					
47	+ :					
48	+ :					
49	+ :					
50	+ :					
51	+ :		X		X	
52	+ :		X		X	
53	+ :					
54	+ :					
55	+ :					
56	+ :				X	
57	+ :		X	X	X	X
58	+ :		X		X	
59	+ :		X		X	
60	+ :		X		X	
<hr/>						
	:	D. Plan and Conduct Training				
	:					
61	+ :					
62	+ :					
63	+ :					
64	:					
65	:					
66	+ :					
67	+ :					
68	+ :	*			*	*
69	:	*	*	*	*	*
70	:	*	*		*	*
71	+ :					
72	+ :					
73	+ :					
74	+ :					
75	:	*	*	*	*	*
76	+ :					*
77	+ :					*
78	+ :	*				*
79	+ :					*
80	:	*	*	*	*	*
81	+ :	*	*	*	*	*
82	+ :					*
<hr/>						
(CONTINUED)						
<hr/>						

TASK #		COMBAT SUPPORT				
		07	08	10	17	18
83	:	*	*	*	*	*
84	:	*	*	*	*	*
85	+ :					
86	+ :					*
87	+ :					
88	+ :					
89	:					
90	:					
91	+ :	X	X	X	X	X
92	+ :					
93	+ :					
94	+ :					
95	+ :		*		*	
96	:		*	*	*	*
97	:	*	*	*	*	*
98	- :	*	*	*	*	*
99	:	*	*	*	*	*
100	+ :					
101	:	*			*	
102	:	*			*	*

E. Train in the Field to Enter Combat						
103	+ :	*	*	*	*	*
104	:	*	*	*	*	*
105	+ :	*	*		*	*
106	+ :	*	*	*	*	*
107	+ :	*	*	*	*	*
108	:	*	*	*	*	*
109	+ :	*	*	*	*	*
110	+ :	*	*	*		*
111	+ :					*
112	:	*	*	*	*	*
113	+ :	*		*		*
114	+ :					
115	+ :	*	*	*	*	*
116	:	*	*	*	*	*
117	+ :	*	*	*	*	*
118	+ :	*	*			*
119	+ :	*	*	*	*	*
120	+ :	*	*	*	*	*
121	:	*	*	*	*	*
122	:	*	*	*	*	*
123	:	*	*	*	*	*
124	:	*	*	*	*	*
125	:	*	*	*	*	*
126	+ :	*	*	*	*	*

(CONTINUED)

		COMBAT SUPPORT				
TASK #	:	07	08	10	17	18
127	+ :	*	*	*	*	*
128	+ :	*	*	*	*	*
129	+ :	*	*	*	*	*
130	:	*	*	*	*	*
131	:	*	*	*	*	*
132	+ :	*		*	*	*
133	+ :	*	*	*	*	*
134	+ :	*			*	*
135	+ :	*	*	*	*	*
136	+ :	*	*		*	*
137	:	*	*	*	*	*
138	:	*	*	*	*	*
139	+ :	*	*	*	*	*
140	+ :	*	*	*	*	*
141	+ :	*	*	*	*	*
142	+ :	*	*	*	*	*
143	+ :	*	*	*	*	*
144	+ :	*	*	*	*	*
145	+ :	*	*	*	*	*
146	+ :	*	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

		COMBAT SUPPORT				
TASK #	:	07	08	10	17	18
<hr/>						
	:	F. Motivate Others				
	:	(The What)				
147	+ :	X	X	X	X	X
148	+ :					
149	+ :	*	*			*
150	+ :					*
151	+ :	*	*	*	*	*
152	+ :					
153	+ :				X	
154	+ :					
155	+ :	*	*	*	*	*
156	+ :	*	*	*		*
157	+ :		X		X	
158	+ :					
159	+ :					
<hr/>						
	:	G. Motivate Others				
	:	(The How)				
160	+ :	X	X	X	X	X
161	+ :	X	X	X	X	X
162	+ :					*
163	+ :	*	*	*	*	*
164	+ :	*				
165	+ :					
166	+ :					
167	+ :	*	*	*	*	*
168	+ :		X		X	
169	+ :				X	
170	+ :	X	X		X	X
171	+ :					
172	+ :				X	
173	+ :					
174	+ :					
175	+ :			*		*
176	+ :					
177	+ :				X	
178	+ :					
179	+ :					
180	+ :		X		X	
181	+ :	*	*			*
182	+ :	*	*	*	*	*
183	+ :					
184	+ :	*	*	*	*	*
<hr/>						

		COMBAT SUPPORT				
TASK #	:	07	08	10	17	18
<hr/>						
185	+ :	*		*	*	*
186	+ :					
187	+ :	*	*			*
188	+ :	*	*			*
189	+ :		X		X	
190	+ :					
191	+ :		X			
192	+ :					
193	+ :					
194	+ :					
195	+ :					
196	+ :					
197	+ :	*	*	*	*	*
198	:	*	*	*	*	*
199	:	*	*	*	*	*
200	+ :					
201	+ :					*

		H. Develop Unit Cohesion				
	:					
202	+ :	*		*		*
203	+ :					
204	+ :					
205	+ :	*				*
206	+ :	*	*	*	*	*
207	+ :	*	*	*	*	*
208	+ :	*	*	*	*	*
209	+ :					
210	+ :	*	*	*	*	*
211	+ :	*				
212	+ :	*	*	*	*	*
213	+ :			*		*
214	+ :					
215	+ :	*	*	*	*	*
216	+ :	*	*	*	*	*
217	+ :					
218	:					
219	:					
220	+ :					
221	+ :					
222	+ :					
223	+ :					
224	+ :	*	*	*	*	*
225	:	*	*	*	*	*
226	+ :	*	*	*		*

(CONTINUED)

TASK #	:	COMBAT SUPPORT				
		07	08	10	17	18
227	+ :	*	*	*	*	*
228	+ :	*	*	*		*
229	+ :					
230	+ :					
231	+ :					
232	+ :					
233	+ :			*		
234	+ :					
235	+ :	*	*	*	*	*
236	+ :	*	*	*	*	*
237	+ :	*	*	*		*
238	+ :	*	*	*		*
239	+ :	*	*	*		*
240	+ :					*
241	+ :					
242	+ :	*		*		*
243	+ :					
244	+ :		*	*		*
245	+ :	*		*	*	*
246	+ :	*		*		*
247	+ :	*	*	*	*	*
248	+ :	*	*	*	*	*
249	+ :	*		*		*
250	+ :	*		*		*
251	+ :	*	*	*		*
252	+ :	*	*	*	*	*
253	+ :	*		*		*

I. Reward and Discipline Subordinates						
254	+ :	X	X	X	X	X
255	+ :		X		X	
256	+ :					
257	+ :			*		*
258	+ :			*		
259	+ :					
260	+ :					
261	+ :	*	*	*	*	*
262	+ :	*	*	*	*	*
263	+ :					
264	+ :					
265	+ :					
266	+ :					
267	+ :	*	*	*	*	*
268	+ :	*	*	*	*	*
269	+ :				X	
270	+ :					
271	+ :			*		*

(CONTINUED)

		COMBAT SUPPORT				
TASK #	:	07	08	10	17	18
272	+ :					
273	+ :					
274	:	*	*	*	*	*
275	+ :	*	*	*	*	*
276	:	*	*	*	*	*
277	:	*	*	*	*	*
278	:	*	*	*	*	*
279	+ :					
280	+ :	*	*	*		*
281	+ :	*		*		*
282	:	*	*	*	*	*
283	:	*	*	*	*	*
J. Take Care of Soldiers						
284	+ :					
285	+ :					
286	+ :					*
287	+ :	*			*	*
288	+ :					
289	+ :					
290	+ :			*		*
291	+ :					*
292	+ :	X	X		X	
293	+ :		X		X	
294	+ :			*		*
295	+ :	*	*	*	*	*
296	+ :	*	*	*	*	*
297	+ :	*	*	*	*	*
298	+ :					
299	+ :			*		*
300	+ :			*		*
301	+ :	*	*	*	*	*
302	:	*	*	*	*	*
303	+ :					
304	+ :					
305	+ :					
306	+ :					
307	+ :					
308	+ :					
309	+ :	*	*	*	*	*
310	+ :					
311	+ :			*		*
312	+ :			*		*
313	+ :					
314	:					
315	+ :			*		*
316	:	*	*	*	*	*

Global Duty C: Resource
(Duty K)

TASK #		07	08	10	17	18

K. Manage Resources						
317	+ :	X	X		X	X
318	+ :					
319	+ :		X			X
320	+ :					
321	+ :					
322	+ :		X			X
323	+ :					
324	+ :			*		
325	+ :					X
326	:	*	*	*	*	*
327	+ :	*	*	*	*	*
328	:	*	*	*	*	*
329	:	*	*	*	*	*
330	+ :	*	*	*	*	*
331	+ :	*	*	*	*	*
332	+ :	*	*	*	*	*
333	+ :	*	*	*	*	*
334	:	*	*	*	*	*
335	+ :	*	*	*	*	*
336	:	*	*	*	*	*
337	:	*	*	*	*	*
338	+ :					
339	+ :	*	*	*	*	*
340	+ :	*	*	*	*	*
341	+ :	*		*	*	*
342	+ :	*	*	*	*	*
343	:	*	*	*	*	*
344	:	*	*	*	*	*
345	:	*	*	*	*	*
346	:	*	*	*	*	*
347	:	*	*	*	*	*
348	+ :					
349	:	*	*	*	*	*
350	+ :					
351	+ :	*	*	*	*	*
352	:	*	*	*	*	*
353	:	*	*	*	*	*
354	+ :					*
355	+ :	*	*	*	*	*
356	+ :	*	*	*	*	*

Global Duty D: Provide Direction
(Duties L-T)

		COMBAT SUPPORT				
TASK #		07	08	10	17	18
<hr/>						
	:	L. Perform/Supervise				
	:	Administrative Functions				
357	+ :	*	*	*	*	*
358	+ :	*	*	*	*	*
359	+ :					
360	+ :					
361	+ :	*	*		*	
362	+ :	*	*	*	*	*
363	+ :	*				
364	+ :	*	*	*	*	*
365	+ :	*	*	*	*	*
366	+ :	*	*	*	*	*
367	+ :	*	*	*	*	*
368	+ :					
369	+ :					
370	+ :	*	*	*		
371	+ :	*				
372	+ :	*	*	*	*	*
373	+ :	*	*		*	*
374	:	*	*	*	*	*
375	:	*	*	*	*	*
376	+ :	*	*	*	*	*
377	:	*	*	*	*	*
378	:	*	*	*	*	*
379	+ :	*	*	*	*	*
380	+ :	*	*	*	*	*
381	+ :	*	*	*	*	*
382	:	*	*	*	*	*
<hr/>						
	:	M. Coordinate with Others				
	:	Outside the Unit				
383	+ :					
384	+ :	*	*	*	*	*
385	+ :	*	*	*	*	*
386	+ :	*	*	*	*	*
387	+ :	*	*	*	*	*
388	+ :	*	*	*	*	*
389	:	*	*	*	*	*
390	:	*	*	*	*	*
391	+ :	*	*	*	*	*
392	:	*	*	*	*	*
393	+ :	*	*	*	*	*
394	+ :	*	*	*	*	*
395	:	*	*	*	*	*

(CONTINUED)

TASK #	COMBAT SUPPORT				
	07	08	10	17	18
396	*	*	*	*	*
397	*	*	*	*	*
398	*	*	*	*	*
399 -	*	*	*	*	*
400 +	*	*	*	*	*
401	*	*	*	*	*
402 +	*	*	*	*	*

N. Supervise Others					
403 +	X	X		X	X
404	*	*	*	*	*
405	*	*	*	*	*
406 +	*	*	*	*	*
407 +	X	X		X	X
408 +					
409 +	*	*	*	*	*
410 +	*	*	*	*	*
411 +			*		
412 +			*		
413			*	*	*
414					
415 +					
416 +	*	*	*		*
417	*	*	*	*	*
418 +	*		*	*	
419 +					
420					
421	*	*	*	*	*
422	*	*	*	*	*

O. Maintain 2-Way Information Exchange with Subordinates					
423 +					
424 +		X			
425 +					
426 +				X	
427 +					
428 +			*		
429	*	*	*	*	*
430 +					
431 +					
432 +					
433 +					
434 +					
435 +	*	*	*	*	*
436 +					
437 +					
438	*	*	*	*	*

(CONTINUED)

TASK #		COMBAT SUPPORT				
		07	08	10	17	18
439	+ :	*	*	*	*	*
440	+ :			*		*
441	+ :	*		*		
442	:			*		
443	:	*	*	*	*	*

	:	P. Maintain 2-Way Information				
	:	Exchange with Superiors				
444	+ :					
445	+ :					
446	+ :					
447	+ :					
448	+ :	*	*	*	*	*
449	+ :					
450	:					
451	+ :	*	*	*	*	*
452	+ :					
453	+ :			*		
454	+ :	*	*	*	*	*
455	+ :	*	*	*		*
456	+ :	*	*	*	*	*
457	+ :	*	*	*	*	*
458	+ :			*		
459	+ :	*	*	*		*
460	+ :			*		

	:	Q. Monitor and Evaluate				
	:	Performance				
461	+ :			*		*
462	+ :	*	*	*	*	*
463	+ :					
464	+ :		X		X	
465	+ :	*	*	*	*	*
466	+ :	*	*	*	*	*
467	+ :	*	*	*	*	*
468	+ :	*		*		*
469	+ :		X			
470	+ :		X			
471	+ :					
472	+ :	*		*		*
473	+ :			*		
474	+ :	*	*	*	*	*
475	+ :	*	*	*	*	*
476	+ :	*	*	*	*	*
477	+ :	*		*	*	*
478	+ :	*	*	*	*	*

(CONTINUED)						

		COMBAT SUPPORT				
TASK #	:	07	08	10	17	18
<hr/>						
479	+ :	*	*	*	*	*
480	+ :	*	*	*	*	*
481	+ :	*	*	*	*	*
482	+ :	*	*	*	*	*
483	+ :	*	*	*	*	*
484	+ :	*	*	*	*	*
485	+ :	*	*	*	*	*
486	+ :					
487	+ :	*	*	*	*	*
488	+ :	*		*	*	*
489	:	*	*	*	*	*
490	+ :					
491	+ :			*		
492	+ :					
493	:	*	*	*	*	*
494	+ :	*	*	*	*	*
495	+ :	*	*	*	*	*
496	+ :	*	*	*	*	*
497	:	*	*	*	*	*
498	+ :	*	*	*	*	*
<hr/>						
		R. Conduct Counseling				
<hr/>						
499	+ :	X	X		X	X
500	+ :					
501	+ :	*	*	*	*	*
502	+ :					
503	+ :		X		X	
504	+ :					
505	+ :		X		X	
506	+ :					
507	+ :				X	
508	+ :					
509	+ :	X	X		X	X
510	+ :	*		*		*
511	:	*	*	*	*	*
512	:	*	*	*	*	*
513	+ :			*		*
514	+ :					*
515	+ :	*		*		*
516	+ :	*		*		*
517	+ :					
518	+ :					*
519	+ :					*
520	:	*		*		*
521	+ :					
522	+ :					
<hr/>						

TASK #		COMBAT SUPPORT				
		07	08	10	17	18
		S. Establish Direction of Your Unit/Element				
523	+	*	*	*		
524	+	*	*	*	*	*
525	+	*	*	*	*	*
526	+	*	*	*	*	*
527	+	*	*	*	*	*
528	+	*	*	*	*	*
529	+	*	*	*	*	*
530	+			*		
531	+			*		
532	+	*	*			*
533	+	*	*	*	*	*
534	+	*	*	*	*	*
535	+	*				*
		T. Provide Input for the Direction of the Larger Organization				
536		*	*	*	*	*
537		*	*	*	*	*
538	+	*	*	*	*	*
539		*	*	*	*	*
540		*	*	*	*	*
541		*	*	*	*	*
542	+	*	*	*	*	*
543		*	*	*	*	*
544	+	*	*	*	*	*
545		*	*	*	*	*
546		*	*	*	*	*
547		*	*	*	*	*
548		*	*	*	*	*
549		*	*	*	*	*
550		*	*	*	*	*
551		*	*	*	*	*
552		*	*	*	*	*
553		*	*	*	*	*
554		*	*	*	*	*
555		*	*	*	*	*
556		*	*	*	*	*
557	+	*	*	*	*	*
558	+	*	*	*	*	*
559	+	*	*	*	*	*
560		*	*	*	*	*

APPENDIX K

NONCOMMISSIONED OFFICERS PERCENT PERFORMING BY COMBAT SERVICE SUPPORT BRANCHES (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by Combat Service Support branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the noncommissioned officers.

Combat Service Support Branches

- 09 = ADP/Finance/Personnel
- 11 = Ordnance
- 12 = Transportation/Aircraft
Maintenance
- 13 = Chaplain
- 14 = Quartermaster
- 15 = Medical

Other Branches/Functional Areas

- 06 = Audio-Visual

NONCOMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT SERVICE SUPPORT BRANCHES
(WITH CROSSWALK FOR GRADE-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		09	11	12	13	14	15	OTHER 06
A. Train Soldiers								
1	+	X	X	X	X	X	X	X
2	+		X	X		X	X	X
3	+	X	X	X	X	X	X	X
4	+		X	X			X	
5	+		X	X	X	X	X	X
6	+	X	X	X	X	X	X	X
7	+		X	X	X	X	X	X
8	:	*						
9	+		X	X	X			
10	:	*					*	
11	+		X	X			X	X
12	+		X	X		X	X	X
13	+	X	X	X	X	X	X	X
14	+		X	X	X	X	X	X
15	+		X			X		
16	:							
17	-	*			*		*	*
18	+		X	X			X	
19	+	X	X	X	X	X	X	X
20	+	X	X	X	X	X	X	X
21	:							X
B. Teach Soldiers								
22	+							
23	+							
24	+	X	X	X	X	X	X	X
25	:							
26	:							
27	+		X	X		X	X	
28	+							
29	:	*						*
30	:	*						
31	:							
32	:	*			*			*
33	+	X	X	X	X	X	X	X
34	:							
35	+		X			X		
36	:	*						*
37	+	X	X	X	X	X	X	X
38	:	*						*
39	+							

		COMBAT SERVICE SUPPORT							
TASK #		09	11	12	13	14	15		06
C. Develop Leaders									
40	+		X	X	X	X	X		
41	+	X	X	X	X	X	X		X
42	+		X	X		X	X		
43	+	X	X	X	X	X	X		X
44	+								
45	+			X			X		
46	+								
47	+								
48	+								
49	+								
50	+	*							
51	+		X	X	X	X	X		
52	+		X	X		X	X		
53	+								
54	+								
55	+								
56	+								
57	+		X	X	X	X	X		
58	+		X			X			
59	+		X			X	X		
60	+		X						
D. Plan and Conduct Training									
61	+								
62	+	*							
63	+								
64					X				
65									
66	+								
67	+								
68	+	*							
69		*	*	*	*	*	*		*
70		*	*	*	*	*	*		*
71	+	*							
72	+	*							
73	+								
74	+	*							
75		*	*	*	*	*	*		*
76	+								
77	+	*							
78	+	*	*		*	*	*		*
79	+	*							
80		*	*	*	*	*	*		*
81	+	*	*	*	*	*	*		*
82	+	*							*
(CONTINUED)									

TASK #		COMBAT SERVICE SUPPORT						06
		09	11	12	13	14	15	
83		*	*	*	*	*	*	*
84		*	*	*	*	*	*	*
85	+							
86	+	*					*	
87	+	*					*	
88	+	*						
89								
90								
91	+		X	X	X	X	X	X
92	+							
93	+				X			
94	+							
95	+	*	*	*				*
96		*	*	*	*	*		
97		*	*	*	*	*	*	*
98	-	*	*	*	*	*	*	*
99		*	*	*	*	*	*	*
100	+							
101		*			*			
102		*		*	*	*	*	

E. Train in the Field to Enter Combat								
103	+	*	*	*	*	*	*	*
104		*	*	*	*	*	*	*
105	+	*	*		*	*	*	*
106	+	*			*	*	*	*
107	+	*	*	*	*		*	*
108		*	*	*	*	*	*	*
109	+	*	*	*	*	*	*	*
110	+	*	*	*	*	*	*	*
111	+	*			*		*	*
112		*	*	*	*	*	*	*
113	+	*			*	*	*	*
114	+	*			*		*	*
115	+	*	*	*	*	*	*	*
116		*	*	*	*	*	*	*
117	+	*	*	*	*	*	*	*
118	+	*			*		*	*
119	+	*	*	*	*	*	*	*
120	+	*	*	*	*	*	*	*
121		*	*	*	*	*	*	*
122		*	*	*	*	*	*	*
123		*	*	*	*	*	*	*
124		*	*	*	*	*	*	*
125		*	*	*	*	*	*	*
126	+	*	*	*	*	*	*	*

(CONTINUED)

		COMBAT SERVICE SUPPORT								
TASK #		:	09	11	12	13	14	15	:	06
127	+	:	*	*		*	*	*	:	*
128	+	:	*	*	*	*	*	*	:	*
129	+	:	*	*	*	*	*	*	:	*
130		:	*	*	*	*	*	*	:	*
131		:	*	*	*	*	*	*	:	*
132	+	:	*			*		*	:	*
133	+	:	*		*	*	*	*	:	*
134	+	:	*	*	*	*	*	*	:	*
135	+	:	*	*	*	*	*	*	:	*
136	+	:	*	*	*	*	*	*	:	*
137		:	*	*	*	*	*	*	:	*
138		:	*	*	*	*	*	*	:	*
139	+	:	*	*	*	*	*	*	:	*
140	+	:	*	*	*	*	*	*	:	*
141	+	:	*	*	*	*	*	*	:	*
142	+	:	*	*	*	*	*	*	:	*
143	+	:	*	*	*	*	*	*	:	*
144	+	:	*	*	*	*	*	*	:	*
145	+	:	*	*	*	*		*	:	*
146	+	:	*	*	*	*	*	*	:	*

Global Duty B: Motivate
(Duties F-J)

TASK #		:	COMBAT SERVICE SUPPORT						:	OTHER
		:	09	11	12	13	14	15	:	06
		:	F. Motivate Others						:	
		:	(The What)						:	
147	+	:	X	X	X	X	X	X	:	X
148	+	:							:	
149	+	:	*	*	*	*	*	*	:	*
150	+	:	*			*		*	:	*
151	+	:	*	*	*	*	*	*	:	*
152	+	:							:	
153	+	:		X					:	
154	+	:							:	
155	:	:	*	*	*	*	*	*	:	*
156	+	:	*			*	*	*	:	*
157	+	:		X					:	
158	+	:							:	
159	+	:	*	X	X				:	
		:	G. Motivate Others						:	
		:	(The How)						:	
160	+	:	X	X	X	X	X	X	:	X
161	+	:	X	X	X	X	X	X	:	X
162	+	:	*			*		*	:	*
163	+	:	*	*	*	*	*	*	:	*
164	+	:	*			*		*	:	*
165	+	:							:	
166	+	:							:	
167	+	:	*	*	*	*		*	:	*
168	+	:		X		X			:	
169	+	:		X					:	
170	+	:	X	X	X	X	X	X	:	X
171	+	:							:	
172	+	:							:	
173	+	:							:	
174	+	:							:	
175	+	:	*						:	*
176	+	:	*					*	:	
177	+	:		X	X	X	X		:	
178	+	:		X					:	
179	+	:							:	
180	+	:		X	X	X			:	
181	+	:	*	*	*	*	*	*	:	*
182	+	:	*	*	*	*	*	*	:	*
183	+	:	*			*		*	:	*
184	+	:	*	*	*	*	*	*	:	*
		:	(CONTINUED)						:	

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	06
185	+ :	*			*	*	*	*
186	+ :		X					
187	+ :	*		*	*		*	*
188	+ :	*		*	*		*	*
189	+ :							
190	+ :							
191	+ :		X					
192	+ :							
193	+ :	*			*			
194	+ :							
195	+ :							
196	+ :	*					*	
197	+ :	*	*	*	*	*	*	*
198	:	*	*	*	*	*	*	*
199	:	*	*	*	*	*	*	*
200	+ :							
201	+ :	*						
H. Develop Unit Cohesion								
202	+ :	*	*		*		*	
203	+ :	*						
204	+ :	*						
205	+ :	*			*		*	*
206	+ :	*	*	*	*	*	*	*
207	+ :	*	*	*	*	*	*	*
208	+ :	*	*	*	*	*	*	*
209	+ :							
210	+ :	*	*	*	*	*	*	*
211	+ :	*			*			
212	+ :	*	*	*	*	*	*	*
213	+ :	*			*			
214	+ :							
215	+ :	*	*	*	*	*	*	*
216	+ :	*	*	*	*	*	*	*
217	+ :							
218	:				*			
219	:	*			*			*
220	+ :							
221	+ :							
222	+ :							
223	+ :							
224	+ :	*	*	*	*	*	*	*
225	:	*	*	*	*	*	*	*
226	+ :	*	*	*	*	*	*	*

(CONTINUED)

		COMBAT SERVICE SUPPORT							
TASK #		09	11	12	13	14	15		06
227	+ :	*	*	*	*	*	*	:	*
228	+ :	*	*	*	*	*	*	:	*
229	+ :							:	
230	+ :							:	
231	+ :							:	
232	+ :							:	
233	+ :				*			:	
234	+ :				*			:	
235	+ :	*	*	*	*	*	*	:	*
236	+ :	*	*	*	*	*	*	:	*
237	+ :	*	*	*	*	*	*	:	*
238	+ :	*	*	*	*	*	*	:	*
239	+ :	*	*	*	*	*	*	:	*
240	+ :	*			*			:	
241	+ :	*			*			:	
242	+ :	*	*	*	*	*	*	:	*
243	+ :							:	
244	+ :	*			*			:	*
245	+ :	*	*	*	*	*	*	:	*
246	+ :	*		*	*			:	*
247	:	*	*	*	*		*	:	*
248	:	*	*	*		*	*	:	*
249	+ :	*	*	*		*		:	*
250	+ :	*			*			:	*
251	+ :	*	*	*	*	*	*	:	*
252	+ :	*	*	*	*	*	*	:	*
253	+ :	*		*	*			:	*
I. Reward and Discipline Subordinates									
254	+ :	X	X	X	X	X	X	:	X
255	+ :							:	
256	+ :							:	
257	+ :							:	
258	+ :							:	
259	+ :							:	
260	+ :							:	
261	+ :	*	*	*	*	*		:	
262	+ :	*	*	*	*	*	*	:	*
263	+ :							:	
264	+ :							:	
265	+ :							:	
266	+ :							:	
267	:	*	*	*	*	*	*	:	*
268	:	*	*	*	*	*	*	:	*
269	+ :							:	
270	+ :							:	
271	+ :				*			:	

(CONTINUED)

		COMBAT SERVICE SUPPORT							
TASK #		09	11	12	13	14	15		06
272	+								
273	+								
274		*	*	*	*	*	*		*
275	+	*	*	*	*	*	*		*
276		*	*	*	*	*	*		*
277		*	*	*	*	*	*		*
278		*	*	*	*	*	*		*
279	+								
280	+	*	*	*	*	*	*		*
281	+	*			*				
282		*	*	*	*	*	*		*
283		*	*	*	*	*	*		*
J. Take Care of Soldiers									
284	+								
285	+								
286	+	*			*		*		*
287	+	*			*		*		*
288	+								
289	+								
290	+	*			*				*
291	+	*			*		*		*
292	+		X		X	X	X		
293	+					X	X		
294	+	*			*				*
295	+	*	*	*	*	*	*		*
296	+	*	*	*	*		*		*
297	+	*	*	*	*		*		*
298	+								
299	+	*							*
300	+				*				
301	+	*	*	*	*	*	*		*
302		*	*	*	*		*		*
303	+								
304	+								
305	+								
306	+								
307	+								
308	+								
309	+	*	*	*	*		*		*
310	+								
311	+	*		*	*				*
312	+								
313	+								
314									
315	+	*			*		*		*
316		*		*	*		*		*

Global Duty C: Resource
(Duty K)

		COMBAT SERVICE SUPPORT						OTHER	
TASK #		09	11	12	13	14	15	06	
K. Manage Resources									
317	+	X	X	X	X	X	X	X	
318	+				X		X		
319	+				X		X		
320	+				X	X	X		
321	+								
322	+						X		
323	+								
324	+								
325	+	X	X		X	X	X	X	
326	:	*	*	*	*	*	*	*	*
327	+	*	*	*	*	*	*	*	*
328	:	*	*	*	*	*	*	*	*
329	:	*	*	*	*	*	*	*	*
330	+	*	*	*	*	*	*	*	*
331	+	*	*	*	*	*	*	*	*
332	+	*	*	*	*	*	*	*	*
333	+	*	*	*	*	*	*	*	*
334	:	*	*	*	*	*	*	*	*
335	+	*	*	*	*	*	*	*	*
336	:	*	*	*	*	*	*	*	*
337	:	*	*	*	*	*	*	*	*
338	+								
339	+	*	*	*	*	*	*	*	*
340	+	*	*	*	*	*	*	*	*
341	+	*			*		*	*	*
342	+	*	*	*	*	*	*	*	*
343	:	*	*	*	*	*	*	*	*
344	:	*	*	*	*	*	*	*	*
345	:	*	*	*	*	*	*	*	*
346	:	*	*	*	*	*	*	*	*
347	:	*	*	*	*	*	*	*	*
348	+								
349	:	*	*	*	*	*	*	*	*
350	+	*							
351	+	*	*	*	*	*	*	*	*
352	:	*	*	*	*	*	*	*	*
353	:	*	*	*	*	*	*	*	*
354	+	*							
355	+	*	*	*	*	*	*	*	*
356	+	*	*	*	*		*	*	*

Global Duty D: Provide Direction
(Duties L-T)

TASK #		09	11	12	13	14	15	OTHER
								06
		L. Perform/Supervise Administrative Functions						
357	+		*	*				*
358	+		*	*		*	*	*
359	+							
360	+	*	*	*				
361	+		*	*		*		*
362	+	*	*	*	*	*	*	*
363	+		*	*				*
364	+	*	*	*	*	*	*	*
365	+	*	*	*	*	*	*	*
366	+	*	*	*	*	*	*	*
367	+	*	*	*	*	*	*	*
368	+							
369	+		*					
370	+		*	*				*
371	+	*			*			
372	+	*	*	*	*	*	*	*
373	+	*	*	*				*
374	:	*	*	*	*	*	*	*
375	:	*	*	*	*	*	*	*
376	+	*	*	*	*	*	*	*
377	:	*	*	*	*	*	*	*
378	:	*	*	*	*	*	*	*
379	+	*	*	*	*	*	*	*
380	+	*	*	*	*	*	*	*
381	+	*	*	*	*	*	*	*
382	:	*	*	*	*	*	*	*
		M. Coordinate with Others Outside the Unit						
383	+			*	*			*
384	+	*	*	*	*	*	*	*
385	+	*	*	*	*	*	*	*
386	+	*	*	*	*	*	*	*
387	+	*	*	*	*	*	*	*
388	+	*	*	*	*	*	*	*
389	:	*	*	*	*	*	*	*
390	:	*	*	*	*	*	*	*
391	+	*	*	*	*	*	*	*
392	:	*	*	*	*	*	*	*
393	+	*	*	*	*	*	*	*
394	+	*	*	*	*	*	*	*
395	:	*	*	*	*	*	*	*
(CONTINUED)								

(CONTINUED)

		COMBAT SERVICE SUPPORT							
TASK #		09	11	12	13	14	15		06
396		*	*	*	*	*	*		*
397		*	*	*	*	*	*		*
398		*	*	*	*	*	*		*
399	-	*	*	*	*	*	*		*
400	+	*	*	*	*	*	*		*
401		*	*	*	*	*	*		*
402	+	*	*	*	*	*	*		*
N. Supervise Others									
403	+		X		X	X	X		X
404		*	*	*	*	*	*		*
405		*	*	*	*	*	*		*
406	+	*	*	*	*	*	*		*
407	+		X	X	X	X	X		X
408	+								
409	+	*	*	*	*	*			*
410	+	*	*	*	*	*	*		*
411	+				*				
412	+	*			*				*
413		*		*	*	*			*
414									
415	+								
416	+	*	*	*	*	*	*		*
417		*	*	*	*	*	*		*
418	+	*		*	*	*	*		*
419	+								
420									
421		*	*	*	*	*	*		*
422		*	*	*	*	*	*		*
O. Maintain 2-Way Information Exchange with Subordinates									
423	+								
424	+						X		
425	+								
426	+								
427	+								
428	+		*	*					
429		*	*	*	*	*	*		*
430	+								
431	+								
432	+								
433	+				*				
434	+								
435	+	*	*	*	*	*	*		*
436	+								
437	+								
438		*	*	*	*	*	*		*

(CONTINUED)

TASK #		:	COMBAT SERVICE SUPPORT					:		
		:	09	11	12	13	14	15	:	06
439		+ :	*	*	*	*	*	*	:	*
440		+ :							:	
441		+ :	*			*			:	*
442		:							:	
443		:	*	*	*	*	*	*	:	*
		:	P. Maintain 2-Way Information Exchange with Superiors					:		
444		+ :						X	:	
445		+ :							:	
446		+ :				*			:	
447		+ :							:	
448		+ :	*	*	*	*	*	*	:	*
449		+ :							:	
450		:							:	
451		+ :	*	*	*	*	*	*	:	*
452		+ :	*			*			:	*
453		+ :				*			:	
454		+ :	*	*	*	*	*	*	:	*
455		+ :	*	*	*	*	*	*	:	*
456		+ :	*	*	*	*	*	*	:	*
457		+ :	*	*	*	*	*	*	:	*
458		+ :			*	*			:	*
459		+ :	*	*	*	*			:	*
460		+ :	*						:	
		:	Q. Monitor and Evaluate Performance					:		
461		+ :	*			*		*	:	*
462		+ :	*	*	*	*	*	*	:	*
463		+ :	*			*			:	*
464		+ :							:	
465		+ :	*		*	*		*	:	*
466		+ :	*		*	*	*	*	:	*
467		+ :	*	*	*	*	*	*	:	*
468		+ :	*						:	*
469		+ :							:	
470		+ :							:	
471		+ :							:	
472		+ :							:	
473		+ :							:	
474		+ :	*	*	*	*		*	:	*
475		+ :	*	*	*	*	*	*	:	*
476		+ :	*		*	*	*	*	:	*
477		+ :	*			*	*	*	:	*
478		+ :	*	*	*	*	*	*	:	*
(CONTINUED)										

		COMBAT SERVICE SUPPORT							
TASK #		09	11	12	13	14	15		06
<hr/>									
479	+	*	*	*	*	*	*	:	*
480	+	*	*	*	*	*	*	:	*
481	+	*	*	*	*	*	*	:	*
482	+	*	*	*	*	*	*	:	*
483	+	*	*	*	*	*	*	:	*
484	+	*	*	*	*	*	*	:	*
485	+	*	*	*	*	*	*	:	*
486	+							:	
487	+	*		*	*		*	:	*
488	+	*		*	*			:	*
489	:	*	*	*	*	*	*	:	*
490	+							:	
491	+							:	
492	+							:	
493	:	*	*	*	*	*	*	:	*
494	+	*	*	*	*	*	*	:	*
495	+	*	*	*	*	*	*	:	*
496	+	*	*	*	*	*	*	:	*
497	:	*	*	*	*	*	*	:	*
498	+	*	*	*	*	*		:	*
<hr/>									
		R. Conduct Counseling							
<hr/>									
499	+		X			X	X	:	X
500	+							:	
501	+	*	*	*	*	*		:	*
502	+							:	
503	+		X		X			:	
504	+							:	
505	+							:	
506	+							:	
507	+							:	
508	+							:	
509	+	X	X	X	X	X	X	:	X
510	+	*	*	*	*	*	*	:	*
511	:	*	*	*	*	*	*	:	*
512	:	*	*	*	*	*	*	:	*
513	+							:	
514	+							:	
515	+	*		*	*	*	*	:	*
516	+	*		*	*	*	*	:	*
517	+							:	
518	+				*			:	
519	+	*			*			:	
520	:	*			*			:	*
521	+							:	
522	+							:	
<hr/>									

TASK #		COMBAT SERVICE SUPPORT						
		09	11	12	13	14	15	06
		S. Establish Direction of Your Unit/Element						
523	+	*	*	*	*	*		*
524	+	*	*	*	*	*	*	*
525	+	*	*	*	*	*	*	*
526	+	*	*	*	*	*	*	*
527	+	*	*	*	*	*	*	*
528	+	*	*	*	*	*	*	*
529	+	*	*	*	*	*	*	*
530	+	*						*
531	+	*	*	*		*		*
532	+	*	*	*	*		*	*
533	+	*	*	*	*	*	*	*
534	+	*	*	*	*	*	*	*
535	+	*		*	*	*	*	*
		T. Provide Input for the Direction of the Larger Organization						
536		*	*	*	*	*	*	*
537		*	*	*	*	*	*	*
538	+	*	*	*	*	*	*	*
539		*	*	*	*	*	*	*
540		*	*	*	*	*	*	*
541		*	*	*	*	*	*	*
542	+	*	*	*	*	*	*	*
543		*	*	*	*	*	*	*
544	+	*	*	*	*	*	*	*
545		*	*	*	*	*	*	*
546		*	*	*	*	*	*	*
547		*	*	*	*	*	*	*
548		*	*	*	*	*	*	*
549		*	*	*	*	*	*	*
550		*	*	*	*	*	*	*
551		*	*	*	*	*	*	*
552		*	*	*	*	*	*	*
553		*	*	*	*	*	*	*
554		*	*	*	*	*	*	*
555		*	*	*	*	*	*	*
556		*	*	*	*	*	*	*
557	+	*	*	*	*	*	*	*
558	+	*	*	*	*	*	*	*
559	+	*	*	*	*	*	*	*
560		*	*	*	*	*	*	*

APPENDIX L

NONCOMMISSIONED OFFICERS PERCENT PERFORMING BY TYPE OF ORGANIZATION (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by type of organization is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the noncommissioned officers.

TOE = Table of Organization and Equipment
(TOE organizations are structured on a wartime mission and are based on a 24-hour day)

TDA = Table of Distribution and Allowances
(TDA organizations are peacetime oriented and are based on a work day of 8 hours)

NONCOMMISSIONED OFFICERS
PERCENT PERFORMING BY TYPE OF ORGANIZATION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #	:	TOE	TDA

	:	A. Train Soldiers	
	:		
1	+ :	X	X
2	+ :	X	
3	+ :	X	X
4	+ :	X	
5	+ :	X	X
6	+ :	X	X
7	+ :	X	X
8	:		
9	+ :	X	
10	:		
11	+ :	X	
12	+ :	X	
13	+ :	X	X
14	+ :	X	
15	+ :	X	
16	:		
17	- :		*
18	+ :	X	
19	+ :	X	X
20	+ :	X	X
21	:		

	:	B. Teach Soldiers	
	:		
22	+ :		
23	+ :	X	
24	+ :	X	X
25	:		
26	:		
27	+ :	X	
28	+ :	X	
29	:		
30	:		
31	:		
32	:		*
33	+ :	X	X
34	:		
35	+ :	X	
36	:		*
37	+ :	X	X
38	:		
39	+ :	X	

TASK #	:	TOE	TDA

	:	C. Develop Leaders	
	:		
40	+ :	X	
41	+ :	X	
42	+ :	X	
43	+ :	X	X
44	+ :	X	
45	+ :	X	
46	+ :		
47	+ :		
48	+ :		
49	+ :	X	
50	+ :		*
51	+ :	X	
52	+ :	X	
53	+ :		
54	+ :		
55	+ :		
56	+ :	X	
57	+ :	X	X
58	+ :	X	
59	+ :	X	
60	+ :	X	

	:	D. Plan and Conduct Training	
	:		
61	+ :		
62	+ :		*
63	+ :		
64	:		
65	:		
66	+ :		
67	+ :		
68	+ :		
69	:	*	*
70	:	*	*
71	+ :		
72	+ :		
73	+ :		
74	+ :		
75	:	*	*
76	+ :	X	
77	+ :		
78	+ :		*
79	+ :		
80	:		*
81	+ :	*	*
82	+ :		

(CONTINUED)			

TASK #	:	TOE	TDA
<hr/>			
83	:	*	*
84	:	*	*
85	+ :		
86	+ :		
87	+ :		
88	+ :		
89	:		
90	:		
91	+ :	X	X
92	+ :		
93	+ :	X	
94	+ :		
95	+ :		
96	:	*	*
97	:	*	*
98	- :	*	*
99	:	*	*
100	+ :		
101	:		*
102	:		*
<hr/>			
	:	E. Train in the Field	
	:	to Enter Combat	
103	+ :		*
104	:	*	*
105	+ :		*
106	+ :		*
107	+ :		*
108	:	*	*
109	+ :	*	*
110	+ :		*
111	+ :		*
112	:	*	*
113	+ :		*
114	+ :		*
115	+ :	*	*
116	:	*	*
117	+ :		*
118	+ :		*
119	+ :		*
120	+ :		*
121	:	*	*
122	:	*	*
123	:	*	*
124	:	*	*
125	:	*	*
126	+ :		*
<hr/>			
(CONTINUED)			
<hr/>			

TASK #	:	TOE	TDA
127	+ :		*
128	+ :		*
129	+ :	*	*
130	:	*	*
131	:	*	*
132	+ :		*
133	+ :		*
134	+ :		*
135	+ :	*	*
136	+ :		*
137	:	*	*
138	:	*	*
139	+ :	*	*
140	+ :	*	*
141	+ :	*	*
142	+ :		*
143	+ :		*
144	+ :	*	*
145	+ :	*	*
146	+ :	*	*

Global Duty B: Motivate
(Duties F-J)

TASK #	:	TOE	TDA

	:	F. Motivate Others	
	:	(The What)	
147	+ :	X	X
148	+ :		
149	+ :		*
150	+ :		*
151	+ :	*	*
152	+ :		
153	+ :	X	
154	+ :		
155	:		*
156	+ :		*
157	+ :	X	
158	+ :	X	
159	+ :	X	

	:	G. Motivate Others	
	:	(The How)	
160	+ :	X	X
161	+ :	X	X
162	+ :		*
163	+ :	*	*
164	+ :		*
165	+ :		
166	+ :		
167	+ :		*
168	+ :	X	
169	+ :	X	
170	+ :	X	
171	+ :		
172	+ :		
173	+ :		
174	+ :		
175	+ :		*
176	+ :		
177	+ :	X	
178	+ :	X	
179	+ :		
180	+ :	X	
181	+ :		*
182	+ :		*
183	+ :	X	*
184	+ :		*

TASK #	:	TOE	TDA
185	+ :		*
186	+ :	X	
187	+ :		*
188	+ :		*
189	+ :	X	
190	+ :	X	
191	+ :	X	
192	+ :		
193	+ :		
194	+ :	X	
195	+ :	X	
196	+ :	X	*
197	+ :		*
198	:	*	*
199	:	*	*
200	+ :		
201	+ :		
H. Develop Unit Cohesion			
202	+ :		*
203	+ :		
204	+ :		
205	+ :		*
206	+ :	*	*
207	+ :	*	*
208	+ :	*	*
209	+ :		
210	+ :		*
211	+ :		
212	+ :		*
213	+ :		*
214	+ :		
215	+ :		*
216	+ :		*
217	+ :		
218	:		
219	:		
220	+ :		
221	+ :		
222	+ :		
223	+ :		
224	+ :	*	*
225	:	*	*
226	+ :		*

(CONTINUED)

TASK #	:	TOE	TDA
227	+ :	*	*
228	+ :		*
229	+ :		
230	+ :		
231	+ :		
232	+ :		
233	+ :		
234	+ :		
235	+ :		*
236	+ :		*
237	+ :		*
238	+ :		*
239	+ :		*
240	+ :		
241	+ :		
242	+ :		*
243	+ :		
244	+ :		
245	+ :		*
246	+ :		*
247	:		*
248	:	*	*
249	+ :		
250	+ :		
251	+ :		*
252	+ :		*
253	+ :		

	:	I. Reward and Discipline	
	:	Subordinates	
254	+ :	X	X
255	+ :	X	
256	+ :		
257	+ :		
258	+ :		
259	+ :	X	
260	+ :	X	
261	+ :	*	*
262	+ :	*	*
263	+ :		
264	+ :	X	
265	+ :		
266	+ :		
267	:	*	*
268	:		*
269	+ :	X	
270	+ :		
271	+ :		

(CONTINUED)

TASK #	:	TOE	TDA
272	+ :		
273	+ :		
274	:	*	*
275	+ :	*	*
276	:	*	*
277	:	*	*
278	:	*	*
279	+ :		
280	+ :	*	*
281	+ :		*
282	:	*	*
283	:	*	*

	:	J. Take Care of Soldiers	
284	+ :		
285	+ :	X	
286	+ :	X	*
287	+ :		*
288	+ :		
289	+ :		
290	+ :		*
291	+ :		*
292	+ :	X	X
293	+ :	X	
294	+ :		*
295	+ :	*	*
296	+ :		*
297	+ :		*
298	+ :		
299	+ :		*
300	+ :		
301	+ :	*	*
302	:		*
303	+ :		
304	+ :		
305	+ :		
306	+ :		
307	+ :		
308	+ :		
309	+ :		*
310	+ :		
311	+ :		*
312	+ :		
313	+ :		
314	:		
315	+ :		*
316	:		*

Global Duty C: Resource
(Duty K)

TASK #	:	TOE	TDA

	:	K. Manage Resources	
	:		
317	+ :	X	X
318	+ :	X	
319	+ :		X
320	+ :		
321	+ :		
322	+ :	X	
323	+ :		
324	+ :		
325	+ :	X	X
326	:	*	*
327	+ :	*	*
328	:	*	*
329	:	*	*
330	+ :	*	*
331	+ :	*	*
332	+ :	*	*
333	+ :	*	*
334	:	*	*
335	+ :	*	*
336	:	*	*
337	:	*	*
338	+ :		
339	+ :	*	*
340	+ :	*	*
341	+ :		*
342	+ :	*	*
343	:	*	*
344	:	*	*
345	:	*	*
346	:	*	*
347	:	*	*
348	+ :		
349	:	*	*
350	+ :		
351	+ :	*	*
352	:	*	*
353	:	*	*
354	+ :		
355	+ :	*	*
356	+ :	*	*

Global Duty D: Provide Direction
(Duties L-T)

TASK #	:	TOE	TDA

	:	L. Perform/Supervise	
	:	Administrative Functions	
357	+ :	*	
358	+ :	*	*
359	+ :		
360	+ :		
361	+ :		
362	+ :	*	*
363	+ :		
364	+ :	*	*
365	+ :	*	*
366	+ :	*	*
367	+ :	*	*
368	+ :		
369	+ :		
370	+ :	*	
371	+ :		
372	+ :	*	*
373	+ :	*	
374	:	*	*
375	:	*	*
376	+ :	*	*
377	:	*	*
378	:	*	*
379	+ :	*	*
380	+ :	*	*
381	+ :	*	*
382	:	*	*

	:	M. Coordinate with Others	
	:	Outside the Unit	
383	+ :		
384	+ :	*	*
385	+ :	*	*
386	+ :	*	*
387	+ :	*	*
388	+ :	*	*
389	:	*	*
390	:	*	*
391	+ :	*	*
392	:	*	*
393	+ :	*	*
394	+ :	*	*
395	:	*	*

(CONTINUED)

TASK #	:	TOE	TDA
<hr/>			
396	:	*	*
397	:	*	*
398	:	*	*
399	- :	*	*
400	+ :	*	*
401	:	*	*
402	+ :	*	*
<hr/>			
	:	N. Supervise Others	
	:		
403	+ :	X	X
404	:	*	*
405	:	*	*
406	+ :	*	*
407	+ :	X	X
408	+ :		
409	+ :	*	*
410	+ :	*	*
411	+ :		
412	+ :		
413	:		*
414	:		
415	+ :		
416	+ :	*	*
417	:	*	*
418	+ :		*
419	+ :		
420	:		
421	:	*	*
422	:	*	*
<hr/>			
	:	O. Maintain 2-Way Information	
	:	Exchange with Subordinates	
423	+ :		
424	+ :		
425	+ :		
426	+ :		
427	+ :		
428	+ :		
429	:	*	*
430	+ :		
431	+ :		
432	+ :		
433	+ :		
434	+ :		
435	+ :	*	*
436	+ :		
437	+ :		
438	:	*	*

(CONTINUED)

TASK #	:	TOE	TDA
439	+ :	*	*
440	+ :		
441	+ :		
442	:		
443	:		*

	:	P. Maintain 2-Way Information Exchange with Superiors	
444	+ :		
445	+ :		
446	+ :		
447	+ :		
448	+ :	*	*
449	+ :		
450	:		
451	+ :	*	*
452	+ :		
453	+ :		
454	+ :	*	*
455	+ :	*	*
456	+ :	*	*
457	+ :	*	*
458	+ :		
459	+ :		*
460	+ :		

	:	Q. Monitor and Evaluate Performance	
461	+ :		*
462	+ :	*	*
463	+ :		*
464	+ :	X	
465	+ :		*
466	+ :		*
467	+ :		*
468	+ :		*
469	+ :	X	
470	+ :	X	
471	+ :		
472	+ :		*
473	+ :		
474	+ :		*
475	+ :		*
476	+ :		*
477	+ :		*
478	+ :	*	*

(CONTINUED)			

TASK #	:	TOE	TDA
479	+ :	*	*
480	+ :	*	*
481	+ :	*	*
482	+ :	*	*
483	+ :	*	*
484	+ :	*	*
485	+ :	*	*
486	+ :		
487	+ :		*
488	+ :		*
489	:	*	*
490	+ :		
491	+ :		
492	+ :		
493	:	*	*
494	+ :	*	*
495	+ :	*	*
496	+ :	*	*
497	:	*	*
498	+ :	*	*

	:	R. Conduct Counseling	
	:		
499	+ :	X	
500	+ :		
501	+ :	*	*
502	+ :		
503	+ :	X	
504	+ :		
505	+ :	X	
506	+ :		
507	+ :	X	
508	+ :		
509	+ :	X	X
510	+ :		*
511	:	*	*
512	:	*	*
513	+ :		
514	+ :		
515	+ :		*
516	+ :		*
517	+ :		
518	+ :		
519	+ :		
520	:		
521	+ :		
522	+ :		

TASK #	:	TOE	TDA

	:	S. Establish Direction of	
	:	Your Unit/Element	
523	+ :		*
524	+ :	*	*
525	+ :		*
526	+ :	*	*
527	+ :	*	*
528	+ :		*
529	+ :		*
530	+ :		
531	+ :		
532	+ :		*
533	+ :		*
534	+ :	*	*
535	+ :		*

	:	T. Provide Input for the Direction	
	:	of the Larger Organization	
536	:	*	*
537	:	*	*
538	+ :	*	*
539	:	*	*
540	:	*	*
541	:	*	*
542	+ :	*	*
543	:	*	*
544	+ :	*	*
545	:	*	*
546	:	*	*
547	:	*	*
548	:	*	*
549	:	*	*
550	:	*	*
551	:	*	*
552	:	*	*
553	:	*	*
554	:	*	*
555	:	*	*
556	:	*	*
557	+ :	*	*
558	+ :	*	*
559	+ :	*	*
560	:	*	*

Appendix M: For type of organization, differences in percent performing greater than or equal to 10%

PERCENT PERFORMING TASKS:

TOE AND TDA DIFFERENCES
GREATER THAN OR EQUAL TO 10%

TASK #	TASK	TOE	TDA	DIFF
0 24	SHARE THE HARDSHIPS WITH SOLDIERS IN THE FIELD	70.81	22.18	48.44
J 3	ENSURE THAT SUBORDINATES FOLLOW GOOD HEALTH/HYGIENE PRACTICES IN FIELD	67.97	24.03	43.94
J 8	ENSURE THAT SOLDIERS' PERSONAL PROPERTY IS SECURE PRIOR TO THEIR GOING TO THE FIELD	62.33	20.20	42.07
0 37	REQUIRE SUBORDINATES TO MAINTAIN MILITARY BEARING AND APPEARANCE IN THE FIELD	69.74	29.13	40.61
E 30	ENSURE THAT VEHICLES ARE REFUELED	51.98	13.45	38.52
J 4	ENSURE THAT RATIONS ARE ISSUED	55.25	18.88	36.37
0 26	MOTIVATE GOOD MAINTENANCE BY REQUIRING SOLDIERS TO STAY WITH VEHICLES UNTIL THEY WORK	51.11	14.91	36.20
E 12	ENSURE MISSION ACCOMPLISHMENT	62.10	26.18	35.93
C 11	PROVIDE OPPORTUNITIES FOR SUBORDINATES TO LEAD IN YOUR PLACE IN THE FIELD	66.35	30.67	35.68
E 9	TAKE CHARGE IN THE ABSENCE OF INSTRUCTIONS FROM COMMANDER	59.20	24.68	34.53
E 40	DEVELOP SLEEP PLANS FOR CONTINUOUS OPERATIONS	43.88	10.21	33.67
F 13	MOTIVATE SOLDIERS TO PERFORM MAINTENANCE	72.19	38.86	33.33
E 34	MONITOR THE RADIO	44.98	11.87	33.31
E 4	ESTABLISH MAINTENANCE PRIORITIES IN THE FIELD	48.71	13.98	32.73
E 41	ENFORCE SLEEP PLANS	42.23	9.81	32.42
0 3	DEMONSTRATE EXPERTISE ON WEAPONS SUBORDINATES USE	59.65	27.92	31.74
D 2	DETERMINE WHAT SHOULD BE TRAINED IN THE FIELD	63.49	31.85	31.65
F 10	KEEP SOLDIERS MOTIVATED UNDER SLEEP DEPRIVATION CONDITIONS	49.57	10.23	31.33
E 25	PREPARE THE UNIT TO MOVE OUT	43.47	12.58	30.91
E 32	MAINTAIN COMMUNICATION WITH THE NEXT HIGHER HEADQUARTERS	44.19	13.49	30.69
Q 3	CHECK EQUIPMENT OF SUBORDINATES	60.48	29.82	30.66
E 16	DETERMINE HOW TO ACCOMPLISH THE MISSION	48.48	18.92	30.57
Q 22	TRAIN SUBORDINATES IN REALISTIC COMBAT SITUATIONS/EXERCISES	48.52	18.21	30.31
D 19	CONDUCT HIP-POCKET TRAINING	64.85	35.17	29.68
E 11	STATE THE MISSION	49.27	20.02	29.25
Q 23	IN COMBAT/COMBAT-TYPE SITUATIONS, REMAIN WITH THE ELEMENT YOU LEAD	42.38	13.41	28.97
E 15	OBTAIN OPERATION ORDER	40.42	11.71	28.71
J 13	ENSURE THAT SPOUSES ARE AWARE OF SCHEDULE FOR UPCOMING FTXS	40.53	12.07	28.46
F 3	MOTIVATE TROOPS TO SUSTAIN COMBAT-READY TEAMS	46.89	18.72	28.18
E 18	DIRECT TACTICAL SECURITY IN THE FIELD	38.80	11.67	27.13
0 8	TEACH SOLDIERS TACTICS	65.00	38.41	26.59
E 31	DISPATCH VEHICLES	39.18	13.25	25.93
Q 8	INSPECT IMMEDIATE SUBORDINATES' LIVING QUARTERS	53.67	27.88	25.79
E 8	ENFORCE THE LAWS OF WAR (INCLUDING THE GENEVA AND HAGUE CONVENTIONS)	39.63	14.82	25.81

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
E 1	LEAD TROOPS INTO COMBAT-TYPE SITUATIONS	37.75	12.40	25.35
A 8	TRAIN SOLDIERS FOR FRONT-LINE COMBAT	64.17	38.90	25.27
Q 27	CONDUCT INSPECTIONS	73.88	48.82	25.06
E 24	SET UP COMMAND POST	35.84	10.49	25.35
Q 35	EAT CHOW WITH SUBORDINATES	70.12	45.06	25.06
F 8	MAINTAIN TROOP INTEREST IN TRAINING IN GARRISON	66.50	41.98	24.53
E 26	ASSIST COMMANDER WITH MANEUVER OF THE UNIT	36.32	12.03	24.29
A 12	TRAIN SOLDIERS TO MAINTAIN EQUIPMENT	82.99	58.71	24.28
Q 17	CONDUCT TEAM TRAINING	58.94	34.68	24.25
A 8	TRAIN SOLDIERS TO SUPPORT OTHERS IN COMBAT	75.16	50.83	24.33
A 2	DEVELOP REGULAR HABITS OF MAINTENANCE IN THE UNIT	83.33	59.64	23.68
E 17	TAKE CHARGE OF TACTICS IN THE FIELD	34.81	11.30	23.51
E 27	POSITION THE ELEMENTS OF YOUR UNIT	33.31	9.93	23.38
F 4	MOTIVATE TROOPS TO BECOME MORE AGGRESSIVE	54.23	30.88	23.35
J 2	ENSURE THAT SUBORDINATES FOLLOW GOOD HEALTH/HYGIENE PRACTICES IN GARRISON	71.77	48.54	23.23
Q 1	DETERMINE WHAT SHOULD BE TRAINED IN GARRISON	66.13	43.40	22.73
Q 20	CONDUCT BATTLE DRILLS	39.07	16.41	22.66
E 3	MONITOR FIELD TRAINING	45.58	23.01	22.56
E 33	DIRECT COMMUNICATIONS IN THE FIELD	32.37	8.65	22.52
E 42	SET MEAL TIMES	33.27	10.78	22.49
E 43	ASSURE TIMELY RESUPPLY OF AMMUNITION AND/OR FOOD DURING COMBAT EXERCISES	32.44	10.05	22.39
Q 8	PROVIDE RESOURCES NEEDED TO FIGHT THE BATTLE	37.98	15.64	22.33
A 11	TRAIN SOLDIERS TO OPERATE EQUIPMENT	78.85	56.58	22.28
E 5	MONITOR LOGISTICS IN THE FIELD	39.83	18.94	22.89
F 7	MOTIVATE SOLDIERS TO CARRY OUT THE MISSION	76.48	54.46	21.94
A 10	TRAIN SOLDIERS TO WORK WITH A WEAPONS SYSTEM	59.01	37.07	21.94
Q 12	KEEP JOB BOOKS (OR THE EQUIVALENT) FOR SUBORDINATES	53.33	31.40	21.93
F 9	INCREASE SOLDIER WILLINGNESS TO TAKE RISKS IN COMBAT	36.21	14.38	21.82
J 5	TEACH SOLDIERS TO BE SELF-SUFFICIENT	81.80	39.99	21.81
E 7	CONTROL SPREAD OF FEAR IN COMBAT-TYPE SITUATIONS	32.74	10.98	21.76
E 6	COORDINATE WITH ADJACENT UNITS DURING COMBAT TRAINING	32.97	11.43	21.54
E 38	PLAN FOR PROMPT MEDICAL ATTENTION FOR BATTLE CASUALTIES	30.82	8.32	21.50
M 4	HOLD FORMATIONS	49.18	27.71	21.48
Q 25	ENCOURAGE HIGHER-LEVEL LEADERS TO VISIT TROOPS IN THE DANGER AREA	35.08	13.94	21.14
B 14	TEACH ENLISTED SOLDIERS BASIC MILITARY SKILLS	76.33	55.51	20.82
Q 20	ACCOMPANY IMMEDIATE SUBORDINATES ON UNPLEASANT TASKS	66.35	45.87	20.49
M 17	SPEND FREE TIME WITH PEOPLE IN THE UNIT	55.89	35.58	20.31
C 10	PROVIDE OPPORTUNITIES FOR SUBORDINATES TO LEAD IN YOUR PLACE IN GARRISON	70.76	50.45	20.31
E 37	ISSUE WARNING ORDERS	28.58	8.44	20.14
C 4	DIRECT/LEAD FROM A FORWARD POSITION IN THE BATTLE	33.08	13.25	19.83
J 32	DRIVE DRUNK SUBORDINATES HOME	47.61	27.80	19.81
E 23	PROVIDE COMBAT INTELLIGENCE INFORMATION	29.17	9.36	19.81
C 15	DEVELOP TASKS TO RELIEVE BOREDOM	57.73	38.45	19.28
D 16	CONDUCT INDIVIDUAL SOLDIER TRAINING	66.96	47.69	19.26
G 32	ARRANGE FOR SOLDIERS TO GET TIME OFF	74.86	55.71	19.15
F 5	MOTIVATE TROOPS TO CLOSE WITH THE ENEMY	32.44	13.41	19.03
M 39	INSTILL BELIEF THAT YOUR UNIT IS BETTER THAN OTHER UNITS	53.82	34.81	19.01
J 7	TEACH SOLDIERS ABOUT SEXUALLY TRANSMITTED DISEASES	50.48	31.44	18.95
D 18	CONDUCT COLLECTIVE TRAINING OF UNITS LARGER THAN TEAMS	43.24	24.31	18.93

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
F 12	MOTIVATE SOLDIERS TO REENLIST	71.74	52.84	18.90
Q 38	GIVE DETAILED GUIDANCE TO GET THE TASK DONE	68.05	49.27	18.78
B 9	TEACH SOLDIERS ABOUT THE CURRENT WORLD SITUATION	55.74	36.98	18.75
M 12	ASSIGN NEW SOLDIERS TO TRAIN WITH EXPERIENCED BUDDY PAIRS	50.32	31.77	18.55
E 10	IN A COMBAT-TYPE SITUATION, ASSIGN SOLDIERS TO PERFORM IN A TOTALLY DIFFERENT MOS/SPECIALTY AREA	30.03	11.51	18.53
J 15	TAKE CARE OF SOLDIER PAY PROBLEMS	64.40	45.91	18.49
E 39	OVERSEE EVACUATION OF CASUALTIES	27.55	9.08	18.47
F 11	MOTIVATE SOLDIERS WHO HAVE ATTITUDE PROBLEMS	73.77	55.35	18.42
E 38	ISSUE FRAGMENTARY ORDERS	27.70	9.36	18.34
C 17	IDENTIFY POTENTIAL LEADERS	70.19	51.90	18.29
M 42	MAKE THE SOLDIER FEEL NEEDED BY THE UNIT	61.57	43.40	18.10
J 26	CHECK ON CHOW LINE	41.85	23.78	18.07
J 31	PROVIDE SOLDIERS RIDES/TRANSPORTATION	53.14	35.09	18.05
I 10	REQUEST TIME OFF FOR A SOLDIER	64.92	47.04	17.88
E 13	DECIDE ON COURSES OF ACTION FOR THE BATTLEPLAN	28.34	10.53	17.81
Q 27	INSPECT AFTER YOUR SUBORDINATE LEADERS INSPECT	41.06	23.28	17.80
E 44	ASSESS BATTLE DAMAGE	27.29	9.52	17.76
A 15	CROSSTRAIN SOLDIERS	72.04	54.46	17.58
C 8	INCREASE LEADERSHIP RESPONSIBILITIES OF SOLDIERS RETURNING FROM LEADERSHIP TRAINING COURSES	84.25	48.68	17.57
Q 18	CONDUCT HEALTH AND WELFARE INSPECTIONS	39.22	21.72	17.50
M 18	ACT AS FATHER FIGURE TO SUBORDINATES	51.49	34.00	17.49
M 13	ENCOURAGE MEMBERS OF THE GROUP TO RELY ON ONE ANOTHER	54.95	37.52	17.43
I 28	ASSIGN EXTRA TRAINING/CORRECTIVE TRAINING	48.33	30.92	17.41
Q 18	MOTIVATE SUBORDINATES BY HELPING THEM WITH THEIR TASKS	72.88	55.47	17.39
E 18	OVERSEE PREPARATION TO FIRE	27.47	10.09	17.39
M 1	TRAIN ALL OF YOUR UNIT MEMBERS TOGETHER	45.01	27.67	17.34
S 13	ENSURE READINESS OF YOUR UNIT/ELEMENT	44.67	27.43	17.24
O 9	TELL SUBORDINATES DAILY WHAT THEIR TASKS ARE	56.19	39.10	17.09
I 8	RECOMMEND SUBORDINATES FOR PROMOTION	70.98	53.87	17.01
Q 26	INSPECT WORK UPON ITS COMPLETION BY SUBORDINATES	58.52	41.57	16.95
O 21	REMAIN AVAILABLE TO IMMEDIATE SUBORDINATES UNTIL THEY FINISH FOR THE DAY	75.27	58.35	16.93
A 5	TRAIN SOLDIERS IN COMMON SOLDIER TASKS	88.64	69.73	18.91
A 6	TRAIN SOLDIERS FOR THE SKILLS REQUIRED TO PASS SQTS	84.78	67.87	16.89
B 4	TEACH SOLDIERS ABOUT WILLS AND INSURANCE	57.58	40.72	16.86
M 10	ASK SUBORDINATE LEADERS WHAT SHOULD BE TRAINED	47.65	30.92	16.73
M 38	FAMILIARIZE THE SOLDIER WITH THE HISTORY OF THE UNIT	40.99	24.27	16.72
M 30	TALK TO SUBORDINATES ABOUT CAUSES FOR LOW MORALE IN THE UNIT	80.11	43.44	16.67
C 14	TEACH LEADERS HOW TO INSPECT	62.97	48.39	16.57
O 14	PROVIDE CHALLENGES TO KEEP UP MOTIVATION	62.70	46.15	16.55
E 22	ORGANIZE PATROLS	26.18	9.64	16.51
D 8	INCORPORATE TRAINING INTO ONGOING, 24-HOUR MISSION	50.62	34.12	16.50
J 29	ENFORCE CRIME-PREVENTION PROCEDURES	59.18	42.67	16.50
Q 11	MONITOR SUBORDINATES AS THEY DO TECHNICAL TASKS	58.98	42.50	16.47
E 14	DECIDE ON PRIORITY TARGETS	26.50	10.05	16.45
O 19	REFRAIN FROM DOING SUBORDINATES' JOBS	69.89	53.44	16.45
J 6	TEACH SOLDIERS TO BE SOCIALLY RESPONSIBLE	59.20	42.83	16.37
O 30	ON DAILY BASIS, HAVE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES	75.18	58.87	16.29
M 18	DEVELOP CLOSE WORKING RELATIONSHIPS WITH SUBORDINATES	59.88	43.60	16.28
O 9	EXPLAIN WHY TASKS NEED TO BE DONE	74.18	57.98	16.20

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
J 27	PREPARE SUBORDINATES FOR PROMOTIONS	64.70	48.50	16.20
P 5	PROVIDE SUPERIORS WITH INFORMATION ABOUT THE ENEMY SITUATION	25.56	9.40	16.15
C 8	ROTATE SUBORDINATES' ASSIGNMENTS IN ORDER TO GIVE THEM VARIED EXPERIENCES	66.20	50.08	16.12
A 4	DEVELOP WELL-TRAINED UNIT/ELEMENT	79.68	63.81	15.86
J 33	ARRANGE TO GET SOLDIERS OUT OF JAIL	39.10	23.10	16.01
E 35	REQUEST INDIRECT FIRE	24.20	8.27	15.93
B 10	TEACH SOLDIERS ABOUT THEIR RIGHTS AS VETERANS	53.14	37.36	15.78
Q 12	INFORM UNIT ABOUT WHY YOU REMARDED AN INDIVIDUAL	61.65	45.87	15.78
E 21	SUPERVISE RECONNAISSANCE EFFORTS	25.25	9.48	15.77
J 29	IDENTIFY AND PROMOTE INDIVIDUAL SUBORDINATE'S INTERESTS (E.G., SPORTS, HOBBIES)	49.45	33.79	15.66
B 16	PREPARE INDIVIDUALS TO APPEAR BEFORE REVIEW BOARDS	67.97	51.42	15.65
Q 36	PROMOTE A UNIT THEME WHICH STATES DESIRED GOALS	37.71	22.08	15.63
B 12	TEACH ENLISTED SOLDIERS PROPER WEARING OF THE ARMY UNIFORM	86.98	71.79	15.58
J 17	PERSONALLY HAND PAY VOUCHER TO ALL SUBORDINATES	50.55	35.01	15.54
J 30	PROVIDE TIME FOR SUBORDINATES TO DO PERSONAL ERRANDS (E.G., HAIRCUT)	65.98	50.38	15.54
Q 16	DISTRIBUTE DETAILS EVENLY AMONG SUBORDINATE UNITS	47.48	32.08	15.37
H 38	PROMOTE SHARED UNIT STANDARDS AS A BASIS FOR UNIT MEMBERSHIP	40.76	25.41	15.36
H 8	ENCOURAGE SUBORDINATES TO SET STANDARDS HIGHER THAN REQUIRED	82.89	47.57	15.32
Q 13	CONDUCT CLOSE TO 100% FORMATIONS	32.78	17.54	15.24
H 31	RESOLVE CONFLICTS AMONG THE TROOPS	59.99	44.81	15.18
C 1	TRAIN SOLDIERS IN LEADERSHIP	78.68	63.57	15.08
J 14	RESPOND TO CONCERNS OF SOLDIERS' PARENTS	37.15	22.08	15.06
E 28	DIRECT THE TESTING OF WEAPONS IN THE FIELD	23.07	8.14	14.93
B 3	TEACH SOLDIERS PERSONAL DISCIPLINE	82.48	67.59	14.88
J 11	ADVISE SUBORDINATES ON HOW TO DEAL WITH SPOUSES	47.87	33.02	14.85
J 28	FACILITATE SOLDIER OUTPROCESSING	45.16	30.35	14.82
J 18	MAKE APPOINTMENTS FOR SOLDIERS WITH FINANCE	46.44	31.65	14.80
K 25	ASSIGN INDIVIDUAL SOLDIERS TO DETAILS (E.O., PAINTING BARRACKS, RAKING)	42.38	27.59	14.79
B 15	TEACH OFFICERS BASIC MILITARY SKILLS	44.98	30.23	14.75
Q 5	USE THE AUTHORITY OF THE COMMANDER	47.23	32.50	14.74
Q 6	MONITOR MAINTENANCE IN SUBORDINATE LEADER'S UNITS	53.80	19.12	14.67
I 19	DISCIPLINE SUBORDINATES FOR INAPPROPRIATE BEHAVIOR	58.73	45.08	14.67
Q 21	ENFORCE CARRYING INSTRUCTION CARDS (REHINDERS ABOUT WHAT TO DO IN PARTICULAR SITUATIONS)	33.80	19.17	14.63
Q 25	EVALUATE GROUP/UNIT READINESS FOR COMBAT	26.91	12.32	14.58
C 3	DELEGATE AUTHORITY TO THE LOWEST APPROPRIATE LEVEL	75.99	61.55	14.44
I 13	REWARD ACHIEVEMENTS BY GIVING MORE RESPONSIBILITY	54.54	40.11	14.42
C 18	IMPLEMENT LEADER-DEVELOPMENT POLICIES	56.04	41.69	14.35
C 4	TRAIN SUBORDINATES TO TAKE INITIATIVE	84.53	70.26	14.27
I 3	TELL SUBORDINATES WHAT THEIR REWARD WILL BE FOR DOING A GOOD JOB	60.44	46.19	14.25
Q 13	ENCOURAGE COMPETITION FOR SOLDIER-OF-THE MONTH/QUARTER/YEAR	64.40	50.16	14.23
Q 29	BRIEF THE UNIT ON ITS WEAKNESSES	44.80	29.78	14.22
Q 7	MONITOR QUARTERS/BARRACKS IN SUBORDINATE LEADER'S UNIT	34.74	20.54	14.20
C 15	ESTABLISH LEADER-DEVELOPMENT POLICIES	53.56	39.38	14.17
C 5	DEVELOP COUNSELING SKILLS OF SUBORDINATE LEADERS	70.98	56.85	14.13
H 37	PROMOTE SHARED VALUES AS A BASIS FOR ACCEPTANCE BY UNIT MEMBERS	38.59	25.49	14.11
H 11	OBTAIN SUBORDINATE INPUT TO CLARIFY UNIT GOALS	37.11	23.06	14.05

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
A 7	TRAIN SOLDIERS TO BE TECHNICALLY AND TACTICALLY PROFICIENT	66.26	72.24	14.02
O 42	IDENTIFY POTENTIAL SUICIDES	51.41	37.40	14.01
O 17	REDUCE THE NUMBER OF TRAINING DISTRACTORS	52.28	38.33	13.95
O 31	COACH SUBORDINATES ON CAREER DEVELOPMENT	67.82	53.89	13.93
R 20	COUNSEL SOLDIERS ON ALCOHOL ABUSE	55.51	41.61	13.90
O 3	DETERMINE WHAT SHOULD BE TAUGHT IN THE CLASSROOM	61.12	47.24	13.88
R 21	COUNSEL SOLDIERS ON DRUG ABUSE	53.22	39.34	13.87
O 17	MAKE SURE THAT SUBORDINATES BACKBRIEF OPERATIONS ORDERS	23.86	18.05	13.81
O 10	GIVE PEP TALKS	72.30	58.51	13.79
C 13	ALLOW SUBORDINATE LEADERS TO LEARN FROM THEIR MISTAKES	76.59	62.84	13.75
C 2	DELEGATE DECISION-MAKING TO SUBORDINATES	79.68	65.96	13.71
M 14	UPGRADE INFORMAL LEADERS TO LEGITIMATE LEADER POSITIONS	33.59	18.81	13.68
C 12	SUPPORT DECISIONS OF SUBORDINATE LEADERS	76.59	62.83	13.66
C 21	PROVIDE TIME FOR SUBORDINATES TO PARTICIPATE IN SELF-DEVELOPMENT PROGRAMS	73.13	59.52	13.61
Q 18	CHECK THAT SUBORDINATES ACCOMPLISH ASSIGNED TASKS	78.68	57.13	13.55
O 15	KEEP SOLDIERS INFORMED ABOUT THE CURRENT SITUATION	63.19	49.86	13.52
O 7	GIVE YOUR SOLDIERS THE BEST LEADERS AVAILABLE	56.83	43.35	13.48
M 9	ENCOURAGE THE UNIT TO CRITIQUE ITS OWN PERFORMANCE	37.67	24.23	13.44
O 39	READ INSPIRATIONAL HISTORY TO TROOPS AT FORMATION	27.17	13.74	13.44
M 18	ACT AS A BUFFER BETWEEN SUPERIOR AND SUBORDINATES	65.11	51.70	13.41
O 33	OBTAIN INPUT FROM SUBORDINATES FOR SOPs	54.18	40.84	13.32
O 28	BRIEF THE UNIT ON ITS STRENGTHS	42.83	29.58	13.25
A 16	TRAIN SOLDIERS TO BE INSTRUCTORS	62.63	49.43	13.19
E 20	INFLUENCE EVENTS ON THE BATTLEFIELD THAT ARE BEYOND VISUAL RANGE	21.99	8.71	13.19
C 18	RECOMMEND CIVILIAN EDUCATION	73.73	60.58	13.15
M 43	ENCOURAGE SOLDIERS TO JOIN MILITARY ASSOCIATIONS (E.G., AUSA, NCOA, SPANCH ASSOCIATIONS)	52.16	39.02	13.14
M 24	VISIT TROOPS IN STOCKADE	29.51	16.37	13.14
M 17	SUPERVISE SOLDIERS, MOST OF WHOM LIVE ON POST	53.07	39.95	13.12
Q 13	IDENTIFY SOLDIERS WHO NEED SPECIAL TRAINING TO INCREASE COMPETENCE	54.69	41.77	12.91
A 14	TRAIN SOLDIERS TO RECOGNIZE ETHICAL DIMENSIONS OF BOTH THEIR DECISIONS AND BEHAVIORS	77.42	64.59	12.83
M 15	ENCOURAGE INFORMAL LEADERS TO HELP OTHERS OBTAIN UNIT OBJECTIVES	35.89	22.28	12.80
A 13	TRAIN SOLDIERS TO CHECK THEIR OWN WORK	86.80	73.82	12.78
I 2	GIVE FORMAL POSITIVE COUNSELING STATEMENTS	71.92	59.20	12.73
Q 8	CHECK THAT SUBORDINATES ARE AT THEIR APPOINTED PLACE OF DUTY	70.49	57.78	12.71
B 7	TEACH SOLDIERS GENERAL DECISION-MAKING STRATEGIES	88.54	55.83	12.70
A 20	TRAIN SOLDIERS TO MEET TIME REQUIREMENTS	82.80	70.22	12.58
Q 2	MONITOR REAR DETACHMENT ORGANIZATION	23.11	10.53	12.57
B 17	TEACH OFFICERS TO DO THEIR JOBS	48.55	35.98	12.57
M 3	HOLD GROUP PROBLEM-SOLVING SESSIONS WITH SUBORDINATES	48.08	35.49	12.57
R 18	COUNSEL SOLDIERS ON FINANCES	55.68	43.11	12.55
O 18	WRITE OPERATION ORDERS	24.20	11.83	12.37
D 4	WRITE LESSON PLANS	59.28	46.92	12.38
J 10	ASSIST SUBORDINATES WITH THEIR PERSONAL PROBLEMS	74.67	62.40	12.27
O 11	RECOGNIZE SOLDIER ACCOMPLISHMENTS	81.18	68.92	12.26
B 13	TEACH OFFICERS PROPER WEARING OF THE ARMY UNIFORM	51.60	39.34	12.28
M 20	ACT AS A BUFFER BETWEEN ENLISTED AND OFFICERS	57.55	45.30	12.25
I 17	RECOMMEND DISCIPLINARY ACTIONS	65.41	53.24	12.17

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
N 44	PROVIDE OPPORTUNITIES FOR THE UNIT TO COMPETE AGAINST OTHER UNITS	35.70	23.00	12.13
N 40	COMMUNICATE THE UNIT MISSION	47.95	35.00	12.09
P 8	BACKBRIEF OPERATION ORDERS	23.11	11.00	12.05
M 2	HOLD GROUP PLANNING SESSIONS WITH SUBORDINATES	40.25	30.22	12.03
E 29	DIRECT THE USE OF MULTIPLE WEAPON SYSTEMS	19.60	7.70	11.99
B 16	TEACH ENLISTED SOLDIERS TO DO THEIR JOBS	81.63	69.73	11.90
O 8	TELL SUBORDINATES WHAT THEIR CRITICAL TASKS ARE	53.71	41.82	11.89
I 12	DISMISS SUBORDINATES BEFORE THE END OF THE DUTY DAY IF THEY HAVE FINISHED THEIR WORK	60.37	40.50	11.07
Q 23	DEVELOP TECHNICAL TESTS TO ASSESS SOLDIER PERFORMANCE (E.O., IDENTIFICATION OF VEHICLES)	27.70	15.04	11.66
M 33	INFORM MEMBERS OF THE PRIORITIES OF THE UNIT	54.72	42.87	11.85
M 13	SUPERVISE SUBORDINATES WHO ARE NOT HIGHLY MOTIVATED	54.72	42.87	11.85
M 5	POSITION UNIT FACILITIES TOGETHER (E.O., BARRACKS, ORDERLY ROOM, ETC.)	20.30	14.55	11.04
D 8	COORDINATE TRAINING WITH PARTNERSHIP UNIT (I.E., ALLIED ARMY UNIT)	32.44	20.02	11.82
A 3	DEVELOP GOOD WORK HABITS IN SOLDIERS	90.74	78.93	11.81
O 41	ACT AS A MEDIATOR IN DISPUTES	56.72	44.90	11.74
B 6	TEACH SOLDIERS PROBLEM SOLVING	73.80	62.16	11.72
I 18	COUNSEL SUBORDINATES ABOUT POTENTIAL DISCIPLINARY ACTION	67.82	56.12	11.70
A 10	TRAIN SOLDIERS TO DO THEIR JOBS WITHOUT SUPERVISION	85.85	74.15	11.70
A 10	TRAIN SOLDIERS TO HANDLE STRESS	73.05	61.43	11.63
I 22	INITIATE ADMINISTRATIVE ACTIONS (E.O., ARTICLE 155)	32.40	20.83	11.50
M 40	SCHEDULE TIME DURING THE DUTY DAY FOR SPORTS PRACTICE	36.77	25.20	11.57
Q 4	MONITOR TROOP APPEARANCE	60.85	50.39	10.47
Q 34	MONITOR REMEDIAL PT	40.70	37.32	11.40
Q 5	MONITOR SAFETY PRACTICES IN SUBORDINATE LEADER'S UNITS	37.67	26.22	11.46
Q 40	GIVE TECHNICAL TRAINING TO SUBORDINATES WHOSE MOS/SPECIALTY AREA IS THE SAME AS YOURS	81.05	50.24	11.41
M 50	ARRANGE GATHERINGS WITH TROOPS AND THEIR FAMILIES	30.25	27.00	11.30
M 45	ENCOURAGE ORGANIZATION OF UNIT SPORTS TEAMS	44.03	32.00	11.30
M 35	ENCOURAGE EMPHASIS ON UNIT SYMBOLS (E.O., EMBLEMS, CUSTOMS, SONGS, MOTTO)	34.00	23.30	11.36
C 7	ADVISE SUBORDINATE LEADERS ON WAYS TO RESOLVE ETHICAL CONFLICTS	63.90	52.70	11.23
I 7	RECOMMEND AWARDS FOR SOLDIERS	60.84	57.62	11.22
C 10	RECOMMEND MILITARY TRAINING	70.85	67.67	11.18
F 6	MOTIVATE SUBORDINATES TO TAKE ON SPECIAL PROJECTS WITH SHORT SUSPENSES	50.45	47.33	11.12
M 8	PROMOTE THE CONCEPT OF COHORT UNITS	23.33	12.24	11.10
D 33	TRAIN JUNIOR ENLISTED SOLDIERS	69.40	58.31	11.10
M 51	DEVELOP BONDS AMONG FAMILIES IN THE UNIT	35.19	24.11	11.08
M 41	ALIGN INDIVIDUAL AND UNIT GOALS	39.82	28.77	11.05
I 20	REPORT DISCIPLINE PROBLEMS TO SUPERIORS	61.84	50.83	10.99
D 25	TRAIN BY DEMONSTRATING HOW IT'S DONE (E.O., DEMONSTRATE COUNSELING)	59.13	40.22	10.91
F 1	MOTIVATE SUBORDINATES	83.44	72.61	10.83
M 7	REWARD THE UNIT	29.47	18.60	10.79
O 40	PREPARE WRITTEN MOTIVATIONAL MATERIALS	27.74	16.90	10.76
R 9	COUNSEL SOLDIERS ON MILITARY COURTESY	60.42	57.70	10.72
Q 20	APPROVE WORK OF SUBORDINATES BASED UPON REPORTS OF OTHERS	30.33	19.61	10.72

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
N 49	WELCOME THE SOLDIER'S FAMILY INTO THE UNIT	44.79	34.00	10.71
Q 31	ASSESS POTENTIAL OF SUBORDINATES	49.53	38.88	10.67
R 23	IDENTIFY SOLDIERS WHO MAY HAVE UNDISCLOSED PERSONAL PROBLEMS	52.31	41.85	10.66
O 11	COMMUNICATE THE INTENT OF THE COMMANDER	49.94	39.30	10.64
O 20	ASK SUBORDINATES TO TEACH YOU WHAT YOU DON'T KNOW	47.01	36.47	10.54
A 1	IMPROVE PERFORMANCE OF SUBORDINATES	92.98	82.46	10.51
J 19	ACT AS CREDIT REFERENCE FOR SUBORDINATES	37.37	27.03	10.35
R 12	GIVE RECEPTION AND INTEGRATION COUNSELING	40.20	29.88	10.33
N 23	CONDUCT MEMORIAL SERVICES FOR UNIT'S DEAD	27.25	18.98	10.27
Q 21	ACT AS OBSERVER/CONTROLLER FOR FIELD EXERCISES	24.09	13.82	10.27
J 18	PROVIDE SURVIVOR BENEFITS INFORMATION TO SOLDIERS/FAMILIES	31.05	21.76	10.19
I 18	COUNSEL SOLDIERS ON SPOUSE ABUSE	40.53	30.51	10.02
	DECIDE ON DISCIPLINARY ACTIONS	43.92	33.91	10.01

R 3	COUNSEL CIVILIANS ON THEIR PERFORMANCE	15.02	25.41	-10.39
O 21	INSTRUCT IN A BRANCH SCHOOL OR TRAINING CENTER	19.19	29.90	-10.79
L 13	EDIT AND PROOFREAD WRITTEN MATERIALS	41.70	53.12	-11.42
B 36	TRAIN CIVILIANS	20.55	33.19	-12.64
N 3	SUPERVISE U.S. CIVILIANS	12.19	30.19	-17.99